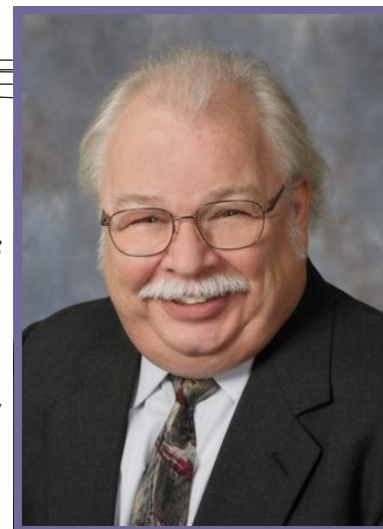


November 2009



Long Term Care CONTINUUM



From the Chair

Learn and Grow: Network with Your Colleagues

In just a couple of weeks, Winter Marketplace will be upon us. This conference will draw together individuals from across the nation to share in state-of-the-art leadership education. It also provides a year-end opportunity to relax and enjoy the company of both long-term and new-found friends/colleagues. We get together to exchange and share ideas that enhance our organizations and advance our own professional growth.

Social networking options, like Facebook, LinkedIn, Twitter, and our own Peer2Peer network, afford professionals the opportunity to communicate electronically. Winter Marketplace, however, remains an annual tradition of personally meeting and connecting with colleagues who share our passion and pride for our chosen profession. We are able to share our own wisdom and experiences with each other in a personal, collegial environment. In turn, this allows us to learn, validate, and remain proactive in our efforts to advance quality care, while effectively managing financial and human resources. The connection with one another across state and national boundaries is the most significant benefit of College membership. I strongly encourage you to take advantage of all the networking opportunities The College has to offer.

As a professional association, our primary goal is advancing leadership excellence. We strive to develop individual leaders so that we can improve our communities and the lives of those we serve. Please take this opportunity to take an active role in your College. Whether at the chapter or national level, remember that your professional leadership places you in the position to make a difference in the lives of others. As a member of The College, take each opportunity to nurture other professionals to grow. Also, provide support to those who enhance quality of life for the residents with whom we have been entrusted.

If you have not yet registered for Winter Marketplace 2009, now is the time to do so! Act now to join us December 4-6, 2009 at Bally's in Las Vegas. Visit the ACHCA website to review the [program](#) and complete the [online registration form](#). In addition, our 2010 Convocation is only six months away. The 44th Annual Convocation and Exposition will be held May 14-18 in Philadelphia. Information about the Annual Convocation is now available at www.achca.org

Your attendance at both Winter Marketplace 2009 and Convocation 2010 promises to be personally and professionally rewarding. Our mission is to advance leadership excellence. With your help, we can make an impact on our future and the future of long term care.

See you in Las Vegas!

Steve Esdale CNHA, FACHCA
Chairman of the Board

Save the Dates

Winter Marketplace
December 4-6, 2009
Las Vegas, NV

**Long Term Care
Administrators Week**
March 15-19, 2010

**Annual Convocation
and Exposition**
May 14-18, 2010
Philadelphia, PA

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President's Message

College Membership: Pass it forward



Take a moment to reflect. When did you first become a member of ACHCA? What events were occurring in your life and the environment? Who influenced you to take that first step to join? For me, it was in the late 80's when I, as a Director of Nursing, admired my administrator's dedication to her work. Her compassion for her staff and residents and

her commitment to her profession were extraordinary. Mrs. Georgia Poplar NHA, FACHCA was my mentor in long term care leadership. She was my inspiration for becoming an administrator and to ultimately achieve the credential I saw daily on her name tag: FACHCA. Susan Bender, NHA, was another individual who was a great influence on my life. Sue was well connected with the long term care and aging community in Northwest Ohio. She was highly respected as a speaker on aging related issues and spoke passionately at community meetings about professionalism, networking, and the American College of Health Care Administrators. From Sue, I learned the importance of collegial wisdom and the need to seek it out. Although "Mrs. P." and Susan belonged to the same Ohio chapter of ACHCA, they independently and unknowingly set the standard for me in my pursuit of administrative professionalism and collegiality. I am indebted to them for leading me in my professional development path and passing the torch of College membership. It is a tribute to them as professional administrators to have invested in the next generation of professionals, thereby advancing the future of our profession. By acknowledging the influence of these two women in my professional life, I have realized my responsibility to "pass it forward" to others as well. Looking back over the past 25 years of my career, I am hopeful that there are current and emerging leaders out there whom I have influenced. My wish is that I have inspired an individual to strive towards professional excellence and the value of belonging to one's professional association.

Reflect again. Why did you continue your membership in ACHCA over the years? What benefits did you receive that motivated you to rejoin, year after year? What is it about The College that continues to be a draw? Possibly you have discovered that the more you give to your professional association, the more fulfilled you became as a professional. Your talent, your time, and your expertise are what make the next generation great. Maybe "passing it forward" was a way to self actualize as a professional,

to invest in the next generation, and to create your personal professional legacy. Perhaps your dedication to The College stems from the realization that your membership allows you to meet your professional needs while simultaneously giving back to others. Hopefully, it is because you have learned the importance of connecting through networking, enhancing your knowledge through quality leadership education, advancing your skills by achieving professional certification and fellow status, and leading others toward achieving excellence in long term care leadership.

As you reflect on today, what can you do to "pass membership forward" to inspire the next generation of leaders to join their professional association? How can you, as an individual and a member of your state chapter, inspire generation X and generation Y leaders of today and tomorrow to find that same level of connectedness that you have found in your College membership? In order to accomplish these goals, you must establish active and passive ways that you can influence the professional evolution of other leaders. In turn, you need to model professionalism, display your professional credentials, advocate for young and emerging leaders, engage students, and promote networking and professional growth. The most important thing you can do for your profession is to "Pass It Forward."

A handwritten signature in black ink that reads "Marianna Kern Grachek".

Marianna Kern Grachek, MSN, CNHA, CALA, FACHCA
ACHCA President/ CEO

A promotional graphic for ACHCA. At the top, it says "Connect • Learn • Advance • Actualize • Lead". Below that is the ACHCA logo, which consists of a stylized blue and white circular emblem with radiating lines, and the text "ACHCA American College of Health Care Administrators". To the right of the logo is a blue box with white text listing benefits: "Networking", "Continuing Education", "Professional Certification", "Advancement to Fellow", "National Recognition & Awards", and "Leadership Development". At the bottom, it says "Promoting Excellence In Long Term Care Leadership" and the website "www.ACHCA.org".

Featured Article

Is Your Workforce Prepared for a Swine Flu Outbreak?

*by John E. Lyncheski, Esq., FACHCA
Cohen & Grigsby, P.C.*

Flu season has arrived once again, bringing with it the H1N1 virus, most commonly referred to as the “swine flu”. Is your facility ready to handle a possible pandemic flu season? Imagine a flood of residents who have been or believe they have been exposed to “swine flu”. Next, consider the susceptibility of the elderly to this widespread virus. At the same time, envision operating with only 60-70% of your workforce during peak flu periods. Finally, picture urging employees who have been ill to stay home rather than encouraging them to return to work immediately. Does this portray a nightmare scenario? Unfortunately, this could become the reality should the swine flu evolve into a pandemic possibly as soon as early 2010.

Fortunately, most long term care facilities now have plans for responding to a flu pandemic from a resident perspective. However, many have not addressed this issue from the employee/workforce perspective. In the event there is a swine flu pandemic, we will potentially be more short-staffed than ever before, when the need for our employee expertise is the highest.

The first step that LTC employers should take is to designate an Influenza Preparedness Coordinator. This individual should be responsible for the planning of an influenza pandemic from the employment perspective. The most logical designee for this position is your senior HR person. The Coordinator should, in turn, be backed by an Influenza Preparedness Team to assist in the developing of a formal, written plan. This team should be multi-disciplinary and include representatives from the following areas/departments:

- Administration
- Disaster Planning
- EAP Coordinator
- Environmental Services
- Human Resources
- Infection Control
- Information Technology
- Labor Counsel
- Legal Counsel
- Materials Management
- Medical Director
- Nursing Administration

- Occupational Health
- Public Relations
- Therapy
- Risk Management
- Staff Development

The planning should begin with a workforce focused vulnerability audit. Checklists and guidance for conducting these audits are available from the following sites: [Health and Human Services](#) and [Centers for Disease Control](#). However, each facility is unique and the checklists will need to be adapted to address the specific needs of your particular employer.

The Coordinator/Team should be charged with developing and supplementing a written Pandemic Preparedness Plan. The plan should cover the potential impact of a swine flu pandemic on the workforce. It also must include the means to attain and maintain services and resident care in that event.

The Team should then review and revise or supplement the following employment policies and practices, if necessary:

- ADA and Special Needs Accommodation
- Attendance and Tardiness
- Cross Training
- Day Care
- EAP
- Electronic Communications
- Emergency Response
- Employee Health and Hygiene
- Employee Physicals
- Flexing Up/Down
- FLSA Exempt Status
- FMLA
- HIPAA (as pertains to employees)
- Hours of Work
- Leave of Absence
- Licensure and Certification
- “Mandatory” Vaccinations
- On-Call, Call-In and Related Communications
- Overtime
- Personal Leave and Absence
- Reduction-in-Force and Recall
- Return to Work
- Sick Leave

continued on page 4

Swine Flu - continued

- Sickness and Accident
- STD and LTD Coverage
- Telecommuting and Remote Work
- Temporary Workers
- Timekeeping
- Transfers and Assignments
- Uniforms and Dress Code
- Vacation and PTO
- Wellness Program
- Work Shifts and Shift Rotation

Each policy should be scrutinized for its purpose in the event of mass absenteeism and other impacts of an H1N1 pandemic. Does it work? Must it be revised?

The Coordinator/Team, with involvement from HR and labor counsel, should then assess the impact of employment laws on certain aspects of the plan and the consequences associated with implementation. At a minimum, the [Family Medical Leave Act](#) (FMLA), [Americans with Disabilities Act](#) (ADA), [Fair Labor Standards Act](#) (FLSA), [Pregnancy Discrimination Act](#) (PDA), [National Labor Relations Act](#) (NLRA) and their state-specific counterparts should be considered. Workers compensations, unemployment compensation issues, and laws/regulations requiring minimum staffing ratios should also be considered. Other variables to consider are [HIPAA regulations](#) and possible conflicts with [Equal Employment Opportunity Commission](#) (EEOC) guidelines in relation to “mandatory” wellness and vaccination programs. Planners should consider the implications under the FLSA of assigning exempt supervisors and managers to non-exempt work. Also, the team needs to address the consequences under the PDA/ADA/FMLA of reassigning at-risk/pregnant employees or other special-needs employees to lower risk areas. Facilities should consider whether an “8 and 80” overtime program should be adopted or abandoned facility-wide, or just within certain departments/units, in the event of a pandemic. FMLA policies should be reviewed to include the possibility of mass absenteeism and in-depth return to work procedures to deter infectious employees from returning to the worksite. Suffice it to say that these examples are only the “tip of the iceberg” in addressing potential legal and/or HR issues in the planning for a swine flu pandemic.

Finally, from a staffing/service perspective, each facility must identify and prioritize essential positions, units and departments. Staff resources must be evaluated. Cross-training of employees in advance of a

possible pandemic outbreak should be of high priority. The availability of temporary agency employees and travelers should be addressed, along with the potential to rapidly train such staff. The planners for LTC facilities should explore “partnering” with facilities outside of their region in the event that the impact is geographically limited and staffing support is required.

Other areas to consider and address in workforce preparedness planning include:

- Minimum staffing requirements on a unit-to-unit basis
- Prioritizing personnel for receipt of vaccine or antiviral prophylaxis (standard influenza vaccine can be a deterrent to infection by H1N1 swine influenza)
- Detecting symptomatic personnel before they report for duty
- When infected personnel may return to work and under what conditions?
- The time frame in which infected staff will be permitted to return to work?
- Furloughing or transferring of at-risk employees
- Mental health and faith-based resources and counseling
- “Housing” for employees and contingent staff for prolonged periods
- Accommodating/supporting staff with child or elder care obligations
- Licensing, credentialing and insuring of staff obtained from out-of-state
- The impact of geographic-specific quarantines which can limit travel, supply shipments, etc.
- Employee “fear” and insecurity

In sum, although the extent to which a swine flu pandemic will materialize is unpredictable, the threat is real. LTC employers are most likely ahead of the curve in planning for a pandemic but the primary focus has been on resident care. LTC employers would be well-served to take a step back and focus their planning on workforce staffing and employment perspectives as soon as possible. In this case, an ounce of prevention is worth much more than a pound of cure.

John E. Lyncheski chairs the Healthcare Practice Group and the Florida Labor & Employment practice of Cohen & Grigsby, P.C., a full-service national law firm with offices in Pittsburgh, PA and Naples, FL. John is Vice President of the Florida ACHCA Chapter and serves on the Board of Directors of the American Health Lawyers Association and the Florida Assisted Living Association. John can be reached at jlyncheski@cohenlaw.com or at 239-390-1900.

Featured Affinity Partners

SNAP for Seniors

SNAPforSeniors is one of the most comprehensive senior housing matching and listing services in the US. It's used by consumers and professionals to search and screen for senior housing options quickly and easily. ACHCA membership is noted right in your facility's online listing, so that prospects know your organization is run by a leader committed to excellence. Your facility listing is accessible through **more than 50 websites**. Be sure your **free** listing is current with all of the services and amenities you provide and with your ACHCA membership noted. Also consider SNAP's special offers to ACHCA members for listing upgrades, to make the most of this lead-generating resource! To learn more... [Visit Our Partner](#)



Long Term Living Magazine

Earning CEUs/CNEs has never been easier! *Long-Term Living* (LTL) Magazine offers the opportunity to earn credits at your convenience. Just pick up a recent issue of LTL magazine or visit their website at www.ltlmagazine.com. Then simply locate the ACHCA Continuing Education Test in that edition for information on obtaining 2 credits of self-study CEUs/CNEs per issue. All tests are accepted for one year from the magazine publication date.

To access the latest issue of LTL Magazine, [click here](#).



AHCA

The American Health Care Association (AHCA) and The College have collaborated to produce several NAB-approved self-study modules for CEU. These modules are based on popular leadership books available through the AHCA Bookstore. Each featured title you order will be shipped with a self-study booklet and CE test! To learn more about these self studies and how to obtain them,

[Visit the AHCA Bookstore.](#)



Saint Joseph's College of Maine

Earn your Bachelor's or Master's degree on your own terms! ACHCA members benefit from waived enrollment fees AND discounted courses at Saint Joseph's College of Maine. SJC offers its students:

- NAB-approved BS in LTC Administration and Master of Health Administration degrees
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- Courses designed for working adults, taught by a faculty of professionals active in their fields

Visit the Saint Joseph's College of Maine [website](#) to learn more about available programs and courses.

SAINT JOSEPH'S COLLEGE *of* MAINE

Executive Article

Campaign Enters Second Phase, Time to Join or Re-Enroll



By Mary Jane Koren, MD, MPH
Chair, Advancing Excellence Campaign

The *Advancing Excellence in America's Nursing Homes* Campaign is beginning a new phase this month with the launching of new/revised goals and an improved website www.nhqualitycampaign.org. Our mission is to provide nursing home leaders like you with new resources and materials to help advance your quality improvement efforts. As the campaign begins this new phase, nursing homes that have been involved in the Campaign since its inception will need to re-enroll. To re-enroll, you will need to update your facility profile, and decide if you prefer to adopt the new goals or stay with those you currently have and set targets. Nursing homes that re-enroll by January 31, 2010 will receive a special recognition and designation as an **Advancing Excellence Charter Member**. This recognition will indicate your persistent dedication to the Campaign and your continuing commitment to quality improvement. Additionally, new members of the campaign are welcomed and encouraged to sign on. Experience has shown the value of the campaign to providers. Our hope is to increase the number of participating nursing homes who become part of a growing movement to identify and work on quality goals that keep your residents healthier and more satisfied.

Why join? Nearly half of the nation's nursing homes have joined the Campaign throughout the first phase and results have been very promising. Campaign participants that chose to focus on reducing use of physical restraints, reducing the prevalence of pressure ulcers, and controlling symptoms of pain, have improved at a significantly faster rate than other non-participating nursing homes. In addition, there are tangible benefits for homes as well. These homes have reported that by improving staff retention and maintaining staff stability, money is saved, and efficiency is improved. This all leads to better relationships between residents and their caregivers.

On January 1, 2010, we will launch a new phase of the Campaign. We have added two new goals in the areas of Advance Care Planning and Measuring Staff Satisfaction. We have also revised several of the existing goals to make it easier for you to measure and track your progress. Our website was recently updated and we have added many new resources, including a revised CNA Fact Sheet to help nursing homes more effectively engage certified nursing assistants in quality improvement activities. More hands-on tools will be added soon.

Both new and existing participants will benefit from being part of the modified, innovative Advancing Excellence Campaign. Our campaign neither duplicates nor conflicts with existing Quality Improvement requirements or initiatives. Please visit our website, www.nhqualitycampaign.org, and explore what the Campaign has to offer. We sincerely hope that you will decide to join the Advancing Excellence Campaign. We look forward to working with you on achieving these important quality goals. If you have any questions, please contact quality@aaahsa.org.

National Award Recipient

Excellence in Leadership Award

Congratulations is extended to **Forrest Preston** on earning the ACHCA Excellence in Leadership Award. The Excellence in Leadership Award was established to recognize individuals who have made significant contributions to enhancing quality in long-term care leadership and leadership development.

Mr. Preston is the founder and chairman of Life Care Centers of America. He has been an active supporter of ACHCA for more than two decades, encouraging all Life Care executive directors to become members of ACHCA and to achieve professional certification through this national organization. Mr. Preston places an emphasis on professional advancement for associates in other disciplines as well, including medical directors and directors of nursing.



In the photo, left to right: Marianna Grachek, president and CEO of ACHCA;
Forrest Preston, chairman and founder of Life Care Centers of America;
and Guy Crosson, ACHCA board member and executive director of Life Care Center of Red Bank

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Book Review

A Review of *Managers as Mentors: Building Partnerships for Learning*

By Douglas Olson, PhD, FACHCA, and Lonzo Lester

Book Title: Managers as Mentors: Building Partnerships for Learning, Second Edition

Author: Chip Bell

Publisher: Berrett Kohler Publishing, Inc.

Date Published: 2008

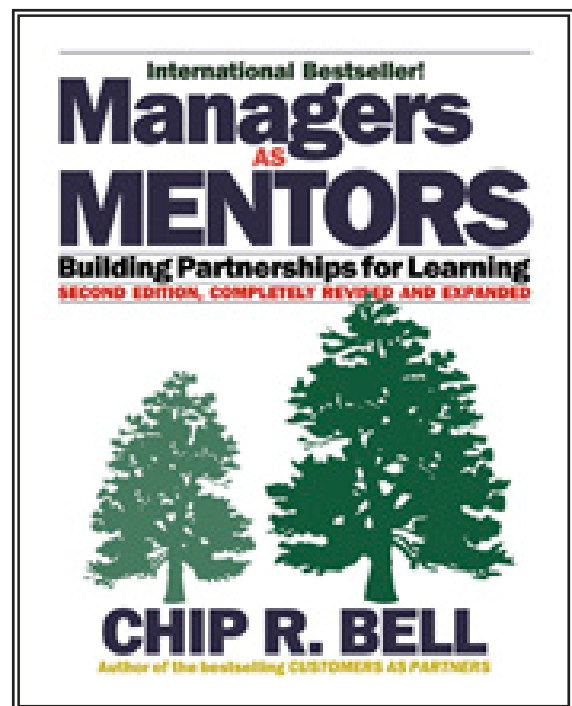
Category: Non-fiction

Rating: Highly Recommended Reading

With the launch of ACHCA's new mentor initiatives project, the book, *Managers as Mentors: Building Partnerships for Learning, 2nd Edition*, has become a guiding resource. After an extensive review of available materials, this text combined standards of reasonable academic rigor, while including necessary professional, real-world application. Bell begins with an eloquent and understandable overview of mentoring as both an art and an action. Early on, he communicates his self check mentor-protégé scale, which was recently used by The College as part of a self discovery exercise among Fellows. This exceptional assessment tool fosters enhanced development for the respondent and reader. The author continues by building a model of development to describe the mentoring relationship as a journey. The mentor-protégé relationship is structured in four well-developed stages using a mnemonic, SAGE. SAGE is Surrendering, Accepting, Gifting and Extending. This mnemonic device provides the framework for the depth of knowledge and practical advice that is explored in the corresponding chapters.

Bell carefully portrays the perspectives, as well as the needs, of both mentors and protégés throughout the text. As ACHCA continues to move forward in establishing a mentoring program, this text will become an invaluable resource to our libraries.

You can support ACHCA and obtain 6 CEUs/CNEs by purchasing *Managers as Mentors: Building Partnerships for Learning* through our affinity partner, the American Health Care Association, and completing the accompanying study guide. To order this book, visit the [AHCA online bookstore](#) and search for the text. The book will be shipped to you with the free study guide. To earn CEUs/CNEs, simply complete the attached post-test, and mail it back to ACHCA with the \$90.00 CEU fee.



Chapter & District News

Ohio

Scholarships Announced. The Ohio Chapter invites qualifying students/AITs to apply for a W. Philip McConnell Student Scholarship. The scholarship fund was established in memory of Phil McConnell, a past president of the Ohio Chapter who devoted his life to the advancement of long term care administration and the efforts of ACHCA.

Two individuals will be selected for this scholarship, and will receive up to \$1500.00 towards their conference registration, travel, and lodging for the 2010 ACHCA Convocation and Exposition, May 14-18 in Philadelphia. The deadline for submissions is January 15, 2010. Visit www.achca.org for full details. The deadline for submissions is January 15, 2010.

New Jersey

Members of our New Jersey chapter were out in force at the recent HCANJ Annual State Healthcare Convention and EXPO, October 27-29 in Atlantic City. NJ Chapter representatives promoted ACHCA membership, professional advancement, and attendance at Convocation 2010, slated for May 14-18 in nearby Philadelphia.

Trade Show Displays Available from National!

Attention All ACHCA Chapters: National now has two booths available for your external relations needs. Choose from the 10x10 model (pictured at left) or a 48" x 48" table top banner stand. Contact CC Andrews at candrews@achca.org for more information.

New England Alliance

The New England Alliance's Winter Conference will be held in Woodstock, VT on January 14-15, 2010. More details will be forthcoming, but be sure to save the date on your calendars!

District 3

Mark you calendar and make plans to attend the second annual District 3 Meeting March 3-5, 2010. By popular demand, our 2010 meeting will again be held at the Rising Sun Hotel and Casino in Indiana (about 30 minutes from Cincinnati). All ACHCA members are invited to attend, particularly those in District 3 (IN, KY, MI, OH and WV). More details coming soon!



NJ Chapter President, Michael Hotz, CNHA, FACHCA, "mans the booth," promoting ACHCA at the recent HCANJ Annual Convention and Expo.

Member News

Appointments/Elections

Congratulations to **James Divver, FACHCA** for his appointment to the Board of Registration of Nursing Home Administrators. Mr. Divver will serve on this board in the Commonwealth of Massachusetts until March 3, 2012. All the best in your new role, Jim!

Hats off to **Orlando Bisbano** for his election to the AHCA Board of Governors. AHCA announced the results of its Board of Governors elections at the AHCA 2009 Annual Convention and Exposition, held in Chicago, Illinois the first week of October. ACHCA is honored to have our Past Chair elected to serve on this distinguished Board of Governors and stand behind him to advance excellence in the long term care and aging services arenas. Congratulations, Lonnie!

In Memory

ACHCA is saddened to report the passing of [Allan DeBlasio](#), CNHA, FACHCA, on Thursday, November 5. Allan was a nursing home administrator for many years and served most recently at Saint Mary Home in West Hartford, CT. Allan was also a long-time member of the Connecticut Chapter of ACHCA. Condolences are extended to Allan's family.

Retirement

After 20 years with Sun Retirement (Revera) Christian A. Mason, CNHA, CALA, FACHCA, has retired to pursue new opportunities in the field of Senior Housing and Aging Services. His future plans include continuing his work with Senior Housing Investments (SHI) and utilizing the skills developed over the past 30 years to return struggling senior housing communities to health. Please direct future e-mails to chrism@vigilan.com.

New Position

Congratulations to Maine Chapter president **Philip C. DuBois**, MS, CNHA, FACHCA. Phil recently joined Fast Forward Consulting as its Director of Person Centered Care. Those attending Winter Marketplace December 4-6, may congratulate Phil in person! He will be presenting his standing-room-only session, *From Administrator to Resident: Perspective from the Other Side*.

Share Your News

New job? On the move?

Share news with your peers in both ACHCA eNews and *LTC Continuum*!

Send member news items to news@achca.org.

New Members

ACHCA Welcomes the Following New Members (June through October 2009)

Ron Adams - Blaine, WA
Sharla Aloisio - New Iberia, LA
Joel Anderson - Lexington, KY
Heather Andreas - Lewis Center, OH
Wanda Beacham - Macon, GA
Jeanmarie Beier - Scranton, PA
Michael Boyd - Knoxville, TN
Marilyn Breen - West Islip, NY
Elizabeth Brown - Nashville, TN
Tom Burke - Washington, DC
Lois Butt - Morrow, OH
Ariel Campbell - Greenville, NC
Hayley Capron - Jacksonville, FL
Nicholas Castle - Pittsburgh, PA
Deke Cateau - Atlanta, GA
Francis Cheney, Jr. - Newport, VT
Charles Childress - Katy, TX
Deanna Clark - South Windsor, CT
Dennis Cleary - Wolcott, CT
Renata Coccozza - Kensington, CT
Joe Commander - Florence, SC
Drieu Connors - Newington, CT
Karen Cox - Waco, TX
Andrea Craig - Columbia, TN
J Matthew Cummings - Sparta, TN
Donald Dalger - Crestwood, KY
Shellie Davis - Hagerstown, MD
Roger Davis - Rayland, OH
Rachel Day - Nantucket, ME
Natacha Delince - Punta Gorda, FL
David Desell - Southington, CT
Meghan DesJardin - Howell, NJ
Michael Gagnon - Dartmouth, MA
Kevin Gendron - Naugatuck, CT
Marlo George - Saint Pete Beach, FL
Cory Gilley - Crowley, TX
Jamila Greene - Oconee, GA
Nikita Grimes - Columbus, OH
Kathy Grimes - Farmington, NY
Jolie Harris - New Orleans, LA
Susan Hawver - Pascoag, RI
Chad Helton - Wilmore, KY
Ron Hollerand - Clermont, FL
Helen Ionashku - Chattanooga, TN
Nina Jani - Dunwoody, GA
Christopher Johnson - Conway, AR
Christopher Johnson - Waccabuc, NY
Marty Johnston - Spokane, WA
Todd Kane - Bridgeton, MO
Rachele Kelly - Brookpark, OH
Christopher Kite - Fitzgerald, GA
Michael Kleissler - Saint Louis, MO
Sarah Koch - Medina, OH
Melanie Kosich - Wayland, MA
Arthur Krauss - Southampton, PA
Travis Kushner - Cheney, WA
Karen La Para - Paterson, NJ
Larry LeBlanc - Abington, MA
Crystal Long - Pearland, TX
Elzbieta Lopatka - Woodbridge, NJ
MariKate Lynch - Westerly, RI
Stephanie Malone - East Patchogue, NY
Stewart McFadden - Wheat Ridge, CO
Todd Miller-Jones - Baltimore, MD
Kenneth Morrison - Piedmont, SC
Scott Morrison - Easley, SC
Melissa Murphy - Carrollton, GA
Ashley Neal - Greensboro, NC
Denise Nezbeth-Ogden - Saint Simons Island, GA
Lloyd Nipple - Liverpoole, PA
Donna Orefice - Southington, CT
Mario Paul - Lexington, KY
Andy Pink - Brooklyn, NY
Colleen Pino - North Easton, MA
Katarzyna Pociecha - Woodbridge, NJ
Michael Prejean - Spring, TX
Jesse Ray - Rochester, IN
Paula Reape - Cleveland, OH
Susan Renrick - Stoughton, MA
Christine Rich - Middleburg Heights, OH
Della Richardson - Chicago, IL
Marie Roberts - Philadelphia, PA
Ryan Robertson - Chattanooga, TN
Ronald Robinson - Farmington, MO
Theresa Rosenthal - West Islip, NY
James Ryan - West Islip, NY
Meryl Salit - Phoenix, AZ
Laura Sangster - Dalton, GA
Mohamed Shamsuddin - Tucson, AZ
Ryan Simmons - Columbia, SC
David Smith - Athens, PA
David Snyder - Greenville, SC
William St. George - Bay Shore, NY
Suzanne Stanley - Rome, GA
Sheila Stevens - Beaufort, SC
Jimmie Stewart - Warrenton, GA
Breanna Tabalno - Spokane, WA
Karla Todd - Brookline, MA
Ransom Towsley - Pittsburgh, PA
Tracie Tullus - Trabuco Canyon, CA
Dawn Ungersma - Portola, CA
Steven Vera - Willington, CT
Kristina Verdon - Dover, PA
Geraldine Wagner - Frankfort, IL
Treg Warnsholz - Evergreen, CO
Tammy Weaver - Palm Coast, FL
Leigh Weiss - West Paterson, NJ
Twila Weiszbrod - Standish, ME
Guy Whittington - Livonia, MI
Wade Wicht - Hattiesburg, MS
Zulema Wilson - Columbia, SC
Lisa Wilson-Foley - Avon, CT
Allen Yearick - Bradenton, FL
Drew Zalman - Lakewood, NJ
Jim Zauner - Skillman, NJ
Gina Zimmermann - Oakbrook Terrace, IL

ACHCA Awards

Nominate ACHCA Award Candidates for Chance at \$100 VISA Card

Do you know someone who deserves to be recognized for their contributions to ACHCA, or to the field of LTC at large? Now is the time to nominate them for one of The College's eight esteemed National Awards. Award recipients will be recognized at ACHCA's 44th Annual Convocation and Exposition on May 17, 2010 in Philadelphia. To encourage participation, each member who submits a nomination will be entered into a drawing for a \$100 VISA gift card.

Awards Requiring ACHCA Membership

- **Distinguished Administrator** - recognizes a Fellow of ACHCA who has demonstrated the highest professional standards as an administrator in long term care.
- **Abbott Nutrition Award for Distinguished Service to ACHCA** - recognizes an ACHCA Fellow who has demonstrated distinguished service *to ACHCA* and leadership within the profession of long term care administration.
- **New Administrator** - recognizes an ACHCA member who has been a **practicing administrator for five years or less**, and who has demonstrated exceptional commitment and potential as a leader, innovator and motivator in long term care and in ACHCA.
- **Assisted Living Administrator** - recognizes an ACHCA member who has demonstrated exceptional commitment as a leader, innovator and motivator in the assisted living field.
- **ACHCA Outstanding Member** - recognizes a member who has made extraordinary commitments to ACHCA's mission

Awards Not Requiring ACHCA Membership

- **Public Service** - recognizes an individual who has promoted positive public awareness related to the field of long term care
- **Education** - recognizes an individual for educational program(s), seminar(s), or workshop(s) that, because of their content, innovative approach, or other special components, have made an outstanding contribution to education in long term care.
- **Journalism** - recognizes an individual or organization for excellent journalistic achievement, representing fair and accurate content related to the long-term care industry.

For more information about The College's national awards—as well as scholarships and Chapter Excellence Awards—please visit www.achca.org. Nomination forms are also available for download on the ACHCA website.

Winter Marketplace



ACHCA
American College of
Health Care Administrators

**16th Annual
Winter Marketplace**

Cutting Edge Leadership
Earn 15 CEUs/CNEs

Photo Credit: Las Vegas News

December 4-6, 2009 | Bally's Las Vegas

If you haven't already registered to attend Winter Marketplace December 4-6 in Las Vegas, now is the time! This year's event promises participants a wealth of opportunities to learn, connect, and recharge in a casual and energizing environment that only Las Vegas can offer!

Highlights of this year's conference include:

- 15 hours of CEU/CNE
- Insightful educational sessions on Leadership, Assisted Living, Finance, Marketing, Human Resources, Finance, Quality Improvement, Professional Certification, and much more!
- Four special certificate programs
- Assisted Living "Top Gun" Challenge - great for individuals or teams from the same organization!
- Opportunities to meet other leaders from around the country, as well as those from your state or region

Take advantage of the extraordinary networking opportunities, dynamic speakers, and educational opportunities that distinguish College conferences from all the rest. You'll return exhilarated, with a renewed passion for your work - and greater effectiveness as a leader. Share the experience with your team and benefit from group discounts!

REGISTER TODAY!

Visit www.achca.org or call 202-536-5120

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