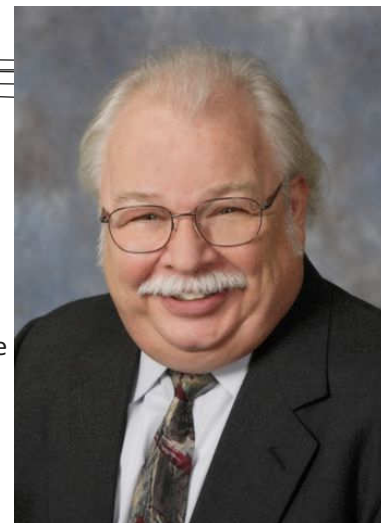




Long Term Care **CONTINUUM**

From the Chair



Save the Dates

National Assisted Living Week
September 13-19, 2009

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

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

As summer turns to fall, it is hard to believe that our Annual Convocation was a little more than three months ago! In my travels, I am still hearing how GREAT it was, and how proud folks are to be members of The College. With the change of the season we move our focus to new and exciting endeavors.

I hope you are already making plans to attend Winter Marketplace December 4-6, 2009 at Bally's Las Vegas. This annual conference continues to grow and has become a must-do for many. We have negotiated awesome room rates and the educational programs are going to be exceptional. Visit our website for registration details.

Leadership education, one of the mainstays of The College, is increasingly important in today's fast-paced, challenging environment. As I speak with industry leaders, I hear the common theme that an educated, forward-thinking administrator is critical to the success of any LTC organization. One leader shared an observation that struck me. He said that the trend toward electronic systems poses yet another challenge for administrators. While automation and more data are tremendous tools, administrators must hone their critical thinking skills to effectively analyze and interpret this sea of data for meaning and organizational direction. This leader believed that one way to develop these new skills is to network and learn with colleagues. He encourages his administrators to join and participate in The College to retain their edge.

Participation is the key to growth. So, too, participation in College activities fosters personal and professional growth and development essential for survival in our challenging LTC environment. An impressive number of new members, as well as long-time members, are indeed participating. Local chapters are being revitalized, reinvigorating their ranks. New, start-up chapters are forming, as well. This renewed interest and increased participation has enabled The College to grow in a time when many other associations are not.

I invite every member to actively participate in College activities. As a volunteer organization, it is our members who carry out the work of our association. Our Board of Directors exemplifies volunteer leadership. In addition to donating considerable time and energy, they pay their own way to conferences and cover their own travel-related expenses for Board meetings. They do so with a smile because of the tremendous satisfaction they get from seeing the achievements being made on behalf of The College to advance our profession and positively impact the field of long term care.

Become active in the College so you maximize the benefit of membership and, if you know a National Board member (or happen to bump into one), please thank him or her for their Service to our esteemed professional society.

Wishing you all a great fall season and good health. See you in Las Vegas!

A handwritten signature in black ink, appearing to read 'S. Esdale'.

Stephen L. Esdale, CNHA, FACHCA
Chairman of the Board

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President's Report



Our nation and industry have experienced challenging times. Economic decline has been particularly difficult for long term care organizations and administrators. Federal and state budgets are strained, placing even more financial pressure on LTC organizations to deliver cost-effective, efficient, quality-driven care and services. Rising above a fatalistic mindset, staying positive, and giving the message of hope for a meaningful organizational future is the charge of today's leadership.

So, too, College leadership has had to be creative to provide cost effective programs and services to our members while maintaining all that has made The College the brand for long term care leadership and development. A beacon guiding us through these difficult times is the leadership shown by our volunteer committees that carry out the work of our professional association. Through the efforts of knowledgeable, dedicated, and fiscally prudent volunteer leaders and members, The College is making positive strides that enable us to continue serving our chapters and members in innovative ways.

Armed with the board-approved strategic plan (available at www.achca.org), our committees identified strategies and tactics to advance the work of our association. Some of our recent accomplishments and works in progress include:

The Academy of Long Term Care Leadership and Development:

- With input of our Fellows and professionally-certified administrators, and under the direction of Douglas Olson PhD, The College has developed a mentoring proposal that will match credentialed administrators with novice leaders to develop LTC leadership skills. Funding is being sought for our five year implementation timeline.
- In collaboration with the University of Wisconsin, Eau Claire, the NAB, and our own Academy, we are seeking funding for an Administrator in Training (AIT) research study. This study, projected for a fall 2009 launch date, will look at best practices for AIT programs across the nation. Results may influence consistency in administrator preparation going forward and, ultimately, licensure reciprocity across our states.
- At Convocation 2009, a focus group was conducted to evaluate ACHCA's collaboration with eHealth Data Solutions on a new web based quality monitoring program called Quality Watch. Further details are forthcoming.

Education Committee:

- Under the leadership of Chair John Pratt, this committee has worked hard to develop a licensure review course that is available for chapters and districts to offer locally. The program is designed to assist future administrators in exam preparation while, at the same time, creating opportunities to grow chapter membership. Chapters may request this curriculum from Janet Spence at jspence@achca.org.
- The Education Committee's FY 2010 project is the development of a professional certification readiness curriculum. Stay tuned for more information to come!
- This committee is also responsible for developing excellent programming for our educational conferences, including Convocation and Winter Marketplace. Convocation 2009 was a resounding educational success and Winter Marketplace promises to be, as well!

Professional Advancement Committee:

- The 2009 PA Committee, under the direction of Bill McGinley, worked to create a professional advancement value study intended to gather data on the credentialing value equation. Results will be analyzed by an independent data company, eHealth Data Solutions, to ascertain the impact of professional advancement on designated organizational outcomes. The results of the study, which concluded August 15, will be available in the fall.
- This committee is also redesigning our professional certification exams to enhance their relevance to current practice in nursing homes and assisted living communities. *[Continued on next page]*

President's Report, Continued

Membership/Chapter & District Development Committee:

- Under the direction of Chair, Norda Bellantoni, this committee is developing our 2009 Member Satisfaction, Perception, and Needs Survey. This survey will launch in September and the results will guide The College in the development of programs and services that will enhance the benefits for College members.
- With the participation of chapter presidents and an emphasis on developing grass roots participation, this committee has been successful in increasing ACHCA membership numbers from 2000 to 2400 members this past year.
- This year, the committee is also focusing on increasing membership of assisted living administrators, students, and business affiliate members.

Awards and Scholarships Committee:

- The 2009 Awards Committee, under the leadership of Charles Shelton, revamped the awards process to enhance the professionalism and relevance of our national awards. Going forward, this committee, now under the volunteer leadership of Brenda Lawrence, will continue to increase the reach of our awards and also assume greater responsibility for coordinating the Awards banquet at Convocation.
- This committee is working to ensure the awards nomination process is simplified by making the nomination application available on line. Stay tuned!

Assisted Living Committee:

- A major contribution of this committee has been the presentation of the Assisted Living Leadership Simulation at our conferences. This simulation, under the direction of Christian Mason, chair of this committee, has been successful in raising the College's profile among assisted living leadership.

Cultural Diversity Committee:

- This committee, under Chair Erane Allen, ensures that College members, committees, and leadership are culturally diverse so we are well positioned to increase the ranks of culturally diverse leaders in LTC.
- The Cultural Diversity Committee has authorized the development of a new membership brochure that will focus on the recruitment of a diverse membership.

Governance Committees:

- The Bylaws, Finance, and Nominating Committees all serve to advance our organizational vitality and compliance with 501 (c) (3) requirements.

Convocation Planning, Exhibitor & Sponsorship, and Golf Committees:

- These three committees work in concert to coordinate the largest educational event sponsored by The College: our annual convocation. Michael Hotz, 2010 Convocation chair, is leading these committees to meet the challenge of the 2009 committee chaired by Bill McGinley—to continue the “buzz” and momentum of our annual Convocation.

It is easy to see that it is the work of our dedicated volunteers that makes The College a great professional membership association. The old adage is true: you get out of College membership what YOU put into it. If you are interested in volunteering on one of our exciting and charged committees, please contact me at mgrachek@achca.org. Thank you for your continued confidence in our association.



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

Feature Article

County Nursing Home Develops Bariatric Care Unit

By Marianne Wiesen, CNHA, CAS
Administrator, Knox County Nursing Home

Plans to develop a 21-bed, state-of-the-art, Medicare/bariatric care unit, at the Knox County Nursing Home in Knoxville, IL is continuing a 144-year tradition of providing the best possible care while adapting to changing needs of the population.

State and federal agency research clearly indicates an increased prevalence of obesity in older individuals. There is a defined association between obesity and increased morbidity, functional decline, hospitalization, and complications. The potential for an "obesity epidemic" has important ramifications for the long term care sector—current demographic trends indicate a near doubling of the obese population in the near future. There is a growing need to solve people's obesity issues before they turn into major medical problems. Environmental modifications, specialized equipment, and additional staff training are all necessary to provide appropriate nursing home care for obese residents. To meet residents' needs satisfactorily, care plans require special nursing, medical, nutritional, psychosocial, and rehabilitation considerations.

In 1979 the county erected Knox County Nursing Home with large rooms, extra wide hallways, and the conveniences normally attributed only to private care facilities. The foresight of these plans allows the accommodation of bariatric residents without substantial remodeling. The new unit will have a therapy and wellness center with trained staff and the equipment to provide bariatric patients with controlled diet, adequate exercise, and counseling. It will be the first of this type in the region. "One of the exciting aspects of the unit is that we intend to create an environment and culture that will help the residents maintain a positive mental attitude and discipline toward their treatment program and goals," Said County Board Member Lyle Johnson.

Our goal is to help residents improve their dietary habits, while addressing their health issues in a long term care setting. Resident diets will be planned to achieve serious weight loss, yet maintain good health. Carefully planned and implemented exercise programs will be based on physicians' orders and care plans. This approach affords residents the opportunity to retain healthy habits and return to an active lifestyle at home. Upon reintegrating into the community, residents will be encouraged to continue using the wellness center.

Projected costs of the program include \$500,000 for building modifications, \$200,000 for equipment, and over \$200,000 in annual resident care expense. State-of-the-art equipment designed specifically for this population will enhance the physical and mental well being of all residents. This specialized equipment includes bariatric ceiling lifts; beds; mattresses; electric and manual wheelchairs; tubs; shower chairs; comfort and dining chairs; and exercise equipment.

Staffing will also be increased for this program. An additional 13 Certified Nursing Assistants will be necessary to meet the elevated ADL requirements of this population. We will also add one licensed nurse on each of three shifts, as well as 1.5 housekeepers. Educators will dedicate themselves to meeting the physical and psychosocial needs of bariatric patients. Our social services department will also work to meet the needs of this special population. A Dietician and Certified Dietary Manager will concentrate on diet education and monitoring of the residents. Our rehab company will employ sufficient therapy staff to execute physicians' orders and care plans.

Fortunately, there is a grant in the pipeline from the Illinois Department of Public Health to provide \$200,000 in equipment and personnel training. U.S. Congressman Phil Hare has also included a request for \$700,000 for this unit in his earmark funding list for our District.

Improvement in quality of care and quality of life has been a mantra of Knox County officials since the establishment of their first Alms House in 1865. Over the ensuing 144 years of caring for the elderly, poor, and disabled of the county, not a decade has passed without the need for expansion. With the addition of the bariatric unit, Knox County Nursing Home continues this long tradition of caring compassionately for our elderly and those with special needs.

Special Thanks

Functional Pathways

The College sincerely appreciates the generous donation of time and talent volunteered by member Melanie Hankinson, Regional Sales Director of Functional Pathways. Melanie dedicates considerable time and skill toward designing each issue of *ACHCA Long Term Care Continuum*. We are indebted to both Melanie and Functional Pathways for their ongoing support of The College.

Affinity Partner Update

National Enrollment Services

National Enrollment Services (NES) is among the list of partners committed to providing College members with tangible and meaningful member benefits and services. NES provides...

For Your Organization: Tax Credit Program

Although most long term care organizations are entitled to tax credits for hiring entry-level employees, billions of tax credits go unclaimed every year. Indeed, the potential to reduce the amount of federal income taxes your organization pays, whether large or small, is astounding.

NES offers the following examples: If just ten of your employees qualify during the year, your organization's potential tax credit is **\$24,000**; if 50 employees qualify, your potential tax credit is **\$120,000**; and if 100 would qualify, your potential credit is **\$240,000**. NES's program is designed and administered to identify and maximize the tax credits to which your organization is entitled.

For Your Employees

As you strive to retain valued employees in an environment of rapid turnover, the NES program is also designed to help you put more money in their pockets.

The program provides the opportunity to secure increased monies for your lower-paid employees through the IRS Earned Income Credit laws. In many cases, you will be able to increase a qualifying employee's take home pay by as much as **\$130** per month, without costing you any additional dollars.

In addition, the Federal Government will **REFUND the employee** any earned income credit that was not claimed on their tax returns for the past three years. NES's program assists employees in determining whether they qualify for such a refund, which could be as much as **\$1,000** per year.

To learn more about National Enrollment Services and the benefits it might offer your organization and staff, please contact Howard Labow at (800) 966-6637, ext. 239 or Labow1nes@aol.com.

Executive Article



Moving From Compliance to Commitment: The Executive Challenge

By Joanne L. Smikle

www.smiklespeaks.com

As a senior manager or executive, compliance issues are part of your daily routine. Employees tend to do as they are told, not because of commitment to their job, but because they are aware that their continued employment is contingent upon your satisfaction with their performance. However, we all know that compliance is just not enough. Moving your company forward requires commitment. This commitment comes not only from the care team, but from everyone within the organization. Leaders need to seek high levels of commitment from employees to achieve the organization's mission. In order for leaders to raise the bar on performance and productivity, they must build a core of committed colleagues—beginning at the most senior levels. This, in turn, will spread throughout the rest of the organization, impacting census, revenue, and reputation.

Wise executives understand the concept of *adaptive change* and its link to commitment.¹ Adaptive change is transformational in nature. It is the systematic progression of taking a company from its existing state and steadily moving it to the level where innovation, energy, and exceptional performance are the norm. This process is characterized by notable, replicable best practices that set the standard in the industry.

By contrast *technical change* is achieved by using existing resources and problem-solving capacity. Adaptive change requires the highest level of executive competence, including the ability to dissect, reflect, and project. The dissection of existing alignments, misalignments, and their relationship to organizational strategy is essential. The willingness to reflect on current leadership styles, approaches, and results enables the executive to operate based on factual information, not opinions. Finally, and perhaps most challenging, is the ability to project the possibilities of what an organization can become when launching transformational innovations in the long term care industry.

Before discussing specific strategies for garnering commitment, it is important to make the distinction between commitment and compliance. Compliant managers complete tasks because they are mandatory. For example, think about a CFO who is an adept number cruncher, but fails to look beyond collecting revenue from insurance companies, residents/families, and the government. The general attitude of this individual is that money is the priority, rather than resident care. In addition to being myopic, this type of senior staffer lacks the necessary commitment to deliver on the pledges of a visionary CEO. Now consider a DON who ensures medication passes are fast and accurate, staffing meets required man hours, and care plans are up-to-date. While the DON may be technically proficient, he or she is unaware of the extra effort it takes to create a long term care facility that is the pinnacle of both care and service. Both the CFO and DON are technically doing their jobs. However, to build a leading organization, more must be expected from these leaders.

Executives are able to build commitment by creating enthusiasm for the work. Connect the nobility of eldercare to every aspect of managing the company. Ensure that everyone understands, appreciates, and honors the human element we serve in long term care. To inspire commitment, model your understanding of this common, noble purpose. This will communicate the message throughout the organization. All staff must demonstrate an understanding of calling, characterized by high standards of care and service.

Commitment can be inspired by any number of factors. As long term care leaders, we serve a unique population, which naturally facilitates a commitment of service. These residents themselves can compel. Commitment can also be inspired by a meaningful corporate mission. Mission statements are not a new concept. However, it is not the statement itself that compels commitment. It is the intent or purpose expressed in the mission. Detailed terminology will not accomplish your goal. Instead, choose to focus on sharpening your mission to the core elements: who you are and how you accomplish your goals. *[continued on next page]*

¹'Adaptive change' is a term coined by Ronald Heifetz and Marty Linsky in their 2002 article "A Survival Guide for Leaders," featured in *Harvard Business Review* June 2002.

Executive Article

Moving From Compliance to Commitment - Continued

Tampa-based Opis Management Resources has what is among the best articulated and operationalized missions in the industry. It is as follows:

Opis Management Resources is dedicated to the highest standards of care for all those we serve---our customers, their families and each other. By listening to our customers, our caring and compassionate team members are continuously improving operations and creating a warm, respectful, dignified, ethical and safe environment for the elderly we serve.

This organization has instituted a wide range of comprehensive, interconnected leadership activities to ensure the implementation of the mission by all who are involved. It is quite an achievement for a company managing more than ten long term care facilities spread throughout Florida.

Commitment can also be inspired by a charismatic leader. Jack Welch, the GE giant; Tony Dungie, the history-making football coach; and Herb Keller, the genius behind Southwest Airlines, possess an ability to motivate people to give more than is required. This type of leader typically has a magnetic, charming personality which inspires commitment by virtue of their interpersonal competence. To become a charismatic leader, work on maximizing your interpersonal power. Improve on your ability to communicate mission, vision, and strategy. Use your personal strengths to inspire commitment. Perhaps you have keen analytical abilities. Use them not only analyze, but to lead others in honing their problem-solving skills. If you are glib or witty, use humor to break down walls created by power and position. All of us have innate gifts which can be used to create adaptive change in the organization.

We need not look far for examples of committed leaders. Elections showcase this type of leader year after year. Most candidates passionately articulate their position, are able to express it cogently, and repeat their mantras regularly. As a senior executive, you must be able to clearly discuss the organization's strategy. Using positive energy and a sense of confidence, you must court dissenters, cajole the uncommitted, and bolster supporters. While it is tempting to ignore or try to eliminate dissenters, those who are won over can be the most credible, committed employees. Creating a critical mass of committed employees requires the willingness to connect with a diverse assortment of people throughout the organization. It is through this inclusion that you will tackle the challenges of adaptive change.

The workplace (and hopefully your executive team) reflects the diversity of the larger society. It is much easier for people to commit to organizations and ideals when they are in a comfortable environment that is accepting of many different backgrounds. As a senior leader, it is your responsibility to set the tone for an inclusive, welcoming environment. Homogeneity is seldom attractive to the creative, innovative talent needed for organizational transformation. Invariably, this type of talent will bring different perspectives to the table. Find ways to use them to advance the aims of the organization. While this can be difficult for some executives, diverse perspectives should be invited. Draw out different ideas and opinions, whether they are consistent with yours or not. Incorporate that diversity in your processes and products.

Conclusion

Creating an organization that reaches its maximum potential requires more than vision and strategy from the senior executive. It requires commitment from the entire executive team. Commitment can be hard to get and even tougher to keep. However, it is not impossible. To create commitment, a leader must build an inclusive environment, characterized by open communication throughout the organization. An essential component of that communication is the capacity to discuss strategy in meaningful terms and then hold leaders accountable for executing that strategy in ways that are consistent with the organization's mission.

Joanne L. Smikle is a consultant and speaker specializing in leadership development and collaboration. She serves clients in healthcare, business, and industry. Reach her at 301.596.3140 or www.smiklespeaks.com.

Book Review

A Review of *Nasty, Brutish & Long – Adventures in Old Age and the World of Eldercare*

By Pam Meriam, NHA

Book Title: *Nasty, Brutish & Long – Adventures in Old Age and the World of Eldercare*

Author: Ira Rosofsky

Publisher: Penguin Group

Date Published: 2009

Category: Non Fiction

Rating: Highly recommend reading

Review:

In seven short chapters, Dr. Rosofsky tells his story – a story recounting the final acts of some elders' lives. These elders, who by choice or more likely circumstances, find themselves as residents of a nursing home in America.

Dr. Rosofsky's observations come through as two distinctly different, yet sometimes painfully similar, circumstances. Using professional observations, Dr. Rosofsky candidly shares his years of experiences as a psychologist, visiting and treating nursing home residents. He shares a number of poignant moments, many of which will connect nursing home administrators to a particular resident in one of their facilities. In a parallel narrative, Dr. Rosofsky brings us into his personal world, as his father moves through his own illness and nursing home experience.

The language of the nursing home world sometimes feels overly punctuated with "alphabet soup." Dr. Rosofsky uses this manuscript to work through them, not in a patronizing manner, but with true understanding and occasional humor. As an administrator, you may find yourself initially taking offense at his words. This book contains absolute honesty from someone who provides resident care, yet views our facilities at a personal level.

It is from this personal level that he delves into the day-to-day patterns of our facilities; the hierarchal seating at the nurses' station, the inner sanctum of the never-to-be-entered "med room." He discusses the weaving together of the medical chart, the written word that none of us can function without. He also addresses the attitudes of "if it wasn't written, it wasn't done" and how frightening this concept can be. With great insight and knowledge, he talks about the pharmacological tightrope that we must sometimes walk to find the best quality of life for our residents, with the least amount of chemical intervention.

The reader may squirm just a bit when Dr. Rosofsky broaches the topic of sexuality (or the lack thereof) in our facilities. In reality, most of this is information with which we are all familiar. His manner of relating this from his psychologist viewpoint, however, does give the reader some of those "wow, he's right" moments.

Nasty, Brutish and Long is not limited to just the personal observations of Dr. Rosofsky as he relates to fictionalized residents' lives. He also reminds the reader, by referencing other experts in the fields of psychology, philosophy, medicine, and literature, that aging truly spans generations and perspectives.

This book is lacking very little as a great resource for those who care for our fragile elders. Dr. Rosofsky's insights, compassion, realism and knowledge, combined with the passion for his work, are worth the time it takes to read this short book. You will find yourself nodding, shaking your head, sighing, and perhaps even crying. As you read, remember his father is part of this story too.

Chapter Updates

Maine

Our next Maine chapter meeting will be held in conjunction with the New England Alliance's fall conference. The conference will be held Sept. 16-18 at the Portland Regency Hotel. This will be a great opportunity for good education and fellowship among our New England colleagues, regional, and national officers.

Georgia

The Georgia Chapter of ACHCA, along with GHCA, will be hosting an *Administrators Professional Certification Preparation Course*. The goal of this course is to encourage more Georgia administrators to take advantage of the opportunity to become professionally certified. ACHCA's certification programs validate an administrative leader's knowledge, skills, and abilities in a specialty area of practice such as nursing home (CNHA) or assisted living (CALA) administration.

This course will be held on November 18th from 10 am – 3 pm. Our guest speaker will be Keith Knapp, PhD, CNHA, president and CEO of Christian Care Communities in Louisville, Kentucky. The cost of this course is \$30.00 for GHCA or ACHCA members and \$90.00 for nonmembers. Our hope is that this course will provide the preparation necessary for our members to feel comfortable taking the certification exam. Please consider participation for yourself and your associates. Visit the Events page of our website to view a brochure of this invaluable course.

Yes, our Chapter is now officially online! Visit <http://achca-gachapter.org/> to check out the exciting things going on in Georgia!

Ohio

The Ohio Chapter continues to focus on its two primary initiatives, recruiting new student members and regaining financial stability through quality educational programs. Members host AIT reviews semiannually, the cost of which includes ACHCA student membership. Several chapter members recently taught at the required Core of Knowledge Course at Ohio State University in early August and also hosted a reception welcoming over 50 new AITs into our profession. These new AITs were, of course, encouraged to join their professional association!

Harvey MacIvor, from Secure Care, hosted the annual ACHCA Ohio Summer Event, which included a dinner at Lake Erie and a live auction benefitting the Rich Fratianne Memorial, otherwise known as the Melting Pot. Over \$1,200 was raised from the 20 members in attendance. The national officers will be visiting the home of President Tim Dressman in early September to enjoy a barbecue outing and social time with Ohio Chapter members. Currently, chapter members are looking forward to and planning for the District Three Annual Meeting to be held again at the Grand Victoria Resort and Casino in Rising Sun, Indiana March 3-5, 2010.

SUBMIT YOUR CHAPTER NEWS TO NEWS@ACHCA.ORG

Chapter Excellence Awards

Attention All ACHCA Chapters!

Give your chapter the chance to be nationally recognized at the Annual Awards Banquet at the 2010 Convocation by submitting a Chapter Excellence Award nomination. The ACHCA Awards Committee has published the 2009-2010 nomination form and guidelines on www.achca.org. While the deadline for nominations is January 15, 2010, now is the time to begin thinking about your chapter's programs and services relative to Chapter Excellence Awards. Which of those you're developing or improving are the best candidates for nomination?

The Awards Committee would be honored to receive at least one nomination form from each ACHCA chapter. As a thank you for participating, each member who submits a nomination form will be entered into a drawing for a \$100 Visa gift card. Please take this opportunity to honor your chapter and its members for all of their hard work and dedication!

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

Functional Pathways is a national rehab therapy provider, owned and operated by an accomplished therapist with over fifteen years of experience, has grown to be a leader in the rehabilitation industry. *Our patients, therapists and clients give us a thumbs up, so will you!*



To learn more contact us at:
Toll-free phone: 888-531-2204
mhankinson@fprehab.com
www.functionalpathways.com

**This issue of ACHCA Long Term Care Continuum has been created by Functional Pathways*

Member Updates

Coming Soon

To better serve our members, The College is in the process of a comprehensive database conversion. Once complete, the new system will be integrated with our website and offer members many new or enhanced conveniences, including:

- Instant access to membership status
- 24-7 profile updates
- Online membership renewal in real-time
- Online, integrated conference registration
- Functionality for chapter leadership

We appreciate your patience during this period of transition. **Look for updated lists of new members, fellows, certified administrators, and donors in the next issue of *Continuum*!**

Author, Author!

Leadership: Emerging from Chaos to Calm by ACHCA members Dr. Susan Gilster, FACHCA, and Jennifer Dalessandro, NHA, has been requested for publication by the national journal, ***Assisted Living Consult***. This introductory article is the first in a series of eight. Each of the subsequent seven articles will outline practical concepts and implementation strategies for assisted living leaders. The goal of this series is to enable leaders in assisted living and others long term care organizations to create an exemplary environment for the individuals residing there, as well as for those who work in these communities. To read articles in the series, members are invited to visit www.assistedlivingconsult.com or www.careleadership.com.

National ACHCA Awards & Scholarships

The 2009-2010 Call for Award Nominations form has been posted to the ACHCA website. Now is the time to think about those individuals you believe are making a difference in our professional society and field at large. Complete the nomination form now to give these individuals the opportunity to be nationally recognized at the 2010 Convocation May 14-18 in Philadelphia.

National Awards

Distinguished Administrator
Abbott Nutrition Award for Distinguished
Service to ACHCA
New Administrator
Assisted Living Administrator
ACHCA Outstanding Member
Public Service
Education
Journalism
Chapter Excellence (see page 10)

Scholarships

Richard L. Thorpe Fellowship
Sister Joan Cassidy and Michael Cuseo
Cultural Diversity Endowment Fund
W. Phillip McConnell Student Scholarship
Fund (administered by the Ohio
Chapter of ACHCA)

This year, our hope is to maximize the number and variety of nominees. To encourage participation, the ACHCA Awards Committee has provided an incentive. For each completed nomination form a member submits, their name will be entered into a drawing for a \$100 VISA gift card! Visit www.achca.org to download the form or for more information. Nominations will be accepted now through January 15, 2010.

Winter Marketplace



American College of
Health Care Administrators

Upcoming ACHCA Educational Events

Visit www.achca.org for details!

Vegas

16th Annual Winter Marketplace

December 4 - 6, 2009
Las Vegas, Nevada

Earn up to 15 CEUs/CNEs
Registration now open



16th Annual Winter Marketplace Earn 15 CEUs/CNEs

Registration is now open for the 2009 ACHCA Winter Marketplace December 4-6 at Bally's Las Vegas. The theme of this year's conference is *Cutting Edge Leadership*. Held each December in Las Vegas, Winter Marketplace offers a casual environment for learning, developing professionally, and networking with old friends and new colleagues from across the country.

Act now to take advantage of advance registration and end-of-summer travel rates. Visit www.achca.org to register for Winter Marketplace and for online hotel reservations. Or call Bally's at 800-634-3434 to book your hotel room (be sure to request the ACHCA group discount).

Board of Directors & National Office

National Office

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