Catalyst for excellence in post-acute and aging services leadership.

2014 Annual Report
Mission, Vision & Values

Mission: Catalyst for excellence in post-acute and aging services leadership.

Vision: To be the premiere membership organization providing professional leadership development opportunities for post-acute and aging services health care administrators. Dynamic leadership forges post-acute and aging health care services that are desired, meaningful, successful and efficient.

Professional Values: ACHCA:

- Identifies post-acute and aging services leaders
- Recognizes post-acute and aging services leaders
- Supports post-acute and aging services leaders
- Advocates for the mission of post-acute and aging services leaders
- Promotes professional excellence among post-acute and aging services leaders
Letter to Members

The American College of Health Care Administrators (ACHCA) concluded 2014 with 52 years as The Professional Membership Society for long term care administrators. Together, our dedicated leaders and loyal members have made positive strides advancing our leadership mission, while also being acutely focused on the various challenges to our future. Provider budget constraints have placed restrictions on member travel and external engagement; Technological advances have changed members’ expectations and attitudes on preferred communication and networking options; Regulatory requirements have intensified compliance and federal and state oversight of associations; and a competitive membership environment, paired with the increasing cost of doing business, create financial challenges for professional societies. Our drive to succeed comes from our alignment around a compelling vision, our clarity of mission, and our certainty of the values our leaders and organization hold for the future. We continue to recognize new and innovative opportunities for ACHCA, its members, and post-acute care and aging services administration.

Our members provide leadership excellence across the spectrum of health care, and now, more than ever, must interface with our acute care partners to ensure seamless care and services to our mutual clients, to minimize unnecessary hospitalizations, to ensure quality, and to optimize payment streams. They must be active participants in the accountable care environment. Our new mission statement, Catalyst for Excellence in Post-Acute and Aging Services Leadership, positions ACHCA to better support our administrators to meet their leadership challenges beyond long term care settings.

ACHCA’s five areas of professional concentration — Connect • Learn • Advance • Actualize • Lead – provide a framework for our organizational plan. During 2014, ACHCA offered education programs, professional advancement, recognition, and collegial networking that addressed the current and future needs of our administrators. Below are some of the highlights.

Connect
Through the network of chapters and districts, ACHCA’s 2,200 members find education, collegial support, and friendship. Chapter revitalization efforts are almost complete as we positioned our volunteer led chapters and districts to be successful as business entities, as well as enhance grassroots networking and education across the country. Chapter leaders have been supported to develop their chapters. Time, energy, and dedicated leadership have been directed at ensuring greater awareness and understanding about chapter affiliation requirements including: alignment of chapter bylaws with national ACHCA; submission of an Annual Chapter Assessment Report (ACAR) that documents business activities conducted by the chapter; and adherence to federal and state legal and tax reporting requirements. Chapter viability ensures that the chapters are connected with National to provide the optimum member experience. National continues to work with those states that either do not have a viable chapter or are struggling with viability due to leadership challenges. Although it has been a goal for National ACHCA to file for IRS Group Rule once a sufficient number of chapters are positioned to participate in that application, that initiative is still under discussion pending further analysis of benefit and risk.

The member networking community called ACHCAConnect, introduced in 2013, is now fully implemented. All ACHCA members are able to communicate with one another in various networking communities regardless of geography or distance. This networking community provides a valued member benefit and is a major driver for cross chapter and district networking. For more information about ACHCAConnect, go to http://connect.achca.org.

With 22 viable chapters, six districts, and enhanced virtual/electronic communications, such as ACHCAConnect, ACHCA is expanding its reach to serve members at the grassroots level across the country.

Engaging students and emerging leaders is critical to our future. The Collegiate/AIT membership category allows us to better serve these members early in their careers and aligning collegiate level programs with state chapters creates opportunities for early collegial networking. In addition, ACHCA provides complimentary bridge membership to newly licensed administrators to engage them early in their careers and our support of the National Emerging Leadership Summit (NELS) in Washington, DC visibly supports the advancement of emerging leaders in post-acute care and aging services. The ACHCA mentoring program is now in its fourth year and is being rolled out to the chapter and district level to ensure greater chapter engagement and to connect mentors and protégés at the local level.

ACHCA ended the fiscal year with 2,210 members adding 526 new members, which included 171 newly licensed complimentary bridge members, along the way. ACHCA launched the Chair’s Membership Challenge in July 2014 to encourage members to invite new administrators to join ACHCA. The member retention rate was 81% which exceeds the 76% industry individual membership retention

(Continued on page 3)
rate reported in the 2014 Membership Marketing Benchmarking Report produced by Marketing General Incorporated. Eight carefully selected Affinity and Member Benefit Partners provide resources to our members and ACHCA alike. Chapter, district, and national networks provide significant opportunities for involvement, growth and learning to current and emerging post-acute and aging services leaders.

In 2014, the revered P2P Yahoo files started their transition to the ACHCAConnect member community as part of the P2P Open Forum library. This transition will be completed in 2015. In addition, ACHCA’s Mobile App, MemberCentric® has been enhanced with QR Code capabilities, which allow members to readily connect at ACHCA conferences. MemberCentric® lets ACHCA members receive the latest professional news, view the latest posts to the P2P Open Forum, and view ACHCA events all from a smartphone or mobile device.

ACHCAConnect and other virtual tools provide networking communities that support members and staff alike:

- For ACHCA Chapters:
  - The Chapter Leaders Community is an invitation only community that provides chapter leaders with easy access to chapter development and management tools and resources. The site serves as a knowledge base for chapter leaders across the country to network and share best practices;
  - Chapter management, communications, and meeting technology applications such as GoToMeeting and GoToWebinar are available to the chapters to network with members in various geographic regions of the state or country;
  - A monthly electronic Chapter Leader Connection (CLC) newsletter keeps chapters and districts connected to important ACHCA news and information which then allows the chapters to recreate a meaningful chapter initiated newsletter.
  - ACHCA eServices at https://members.achca.org provides chapter leaders access to resources from the 2013 Leadership Development Institute.

- For ACHCA members:
  - The ACHCA website www.achca.org provides enhanced access to professional and membership information;
  - ACHCA eServices at https://members.achca.org provides member only access to member profiles, conference registration and resources, and the ACHCA store. Members can apply for or renew professional certification, make donations, and complete voting online;
  - ACHCA’s members only electronic news blast, eNews, provides timely member, chapter, and industry updates twice a month;
  - The quarterly newsletter, Continuum, presents articles of interest and keeps members connected to each other and the national association.

- Members, Prospective Members, and Nonmembers:
  - Can navigate and connect with professional information, link to industry resources, access discounts on products and services, conduct online event registration, have access to conference resource materials, and make online donations on the newly launched donation page (http://connect.achca.org/achcadonations);
  - Can access Career Link and our social media connections on LinkedIn, Twitter, and Facebook;

- Retired members:
  - Retired membership is available to retired administrators age 55 and older who have had 5+ continuous years as an ACHCA member.

Learn
ACHCA provides post-acute and aging services administrators opportunities for personal growth while gaining critical knowledge in a number of ways. In fiscal year 2014, ACHCA provided three national conferences, including the Winter Marketplace in San Diego, California; the Annual Convocation in Las Vegas, Nevada; and the Summer Leadership Conference in Bermuda. Online continuing education, available on demand, provided convenient just in time education in the comfort of one’s home or office. ACHCA continued to cultivate our partnership with Redilearning to develop and execute web based education available at the CE Store http://store.redilearning.com.
In addition, an increasing number of chapters provided local educational opportunities, and three of the six districts offered district level educational conferences. ACHCA’s National office provides assistance to the districts by securing NAB CE approvals.

**Advance**

Professional certification is tangible evidence of an administrator’s commitment to the public, provides personal satisfaction and achievement, and engenders employer recognition. Nursing home and assisted living administrator certifications are available for both members and nonmembers. In 2014, ACHCA raised the bar on our professional certification exams by contracting with ProExam to be our third party exam provider that ensures exam validity, integrity, and also conducts our exam metrics.

Unfortunately, due to the ProExam transition and exam revision, our certification program went dark for several months. The number of administrators who achieved professional certification in 2014 was 6, bringing the total number of certified nursing home administrators (CNHA) to 327 and the number of certified assisted living administrators (CALA) to 47. In addition, there are a total of 24 certified subacute administrators (CAS) (a certification category that is no longer available).

The ACHCA value study, conducted in collaboration with eHealth Data Solutions and the LTC academic community, measured the comprehensive benefits of professional certification, Fellow status, and ACHCA membership to both the administrator and the overall profession. The research study demonstrated that SNF administrators’ professional membership, advanced certification, and the achievement of Fellow status are positively related to improved resident care. Members of the ACHCA, and especially members holding FACHCA and CNHA credentials, tend to offer better quality of care to residents of their organizations. The education, networking opportunities, and leadership standards promoted by the ACHCA are believed to contribute to higher performance and better levels of quality care and outcomes in the ACHCA members’ organizations. The Value Study results are pending publication in a peer reviewed journal.

**Actualize**

Members of the ACHCA are leaders within the profession, committed to providing comprehensive health, personal, and social services for persons who require therapeutic, protective, and supervised environments. There is a professional emphasis on post-acute and aging services that improves the quality of care provided for individuals served.

ACHCA members are professionals who adhere to the *Code of Ethics*, and are dedicated to advancing leadership excellence across the spectrum of health care administration through education, research and professional development and achievement. ACHCA’s *Code of Ethics* is a vital aspect of leadership excellence. The code is a tool for long term care administrators that helps establish a strong ethical foundation for professional practice. To view ACHCA’s *Code of Ethics*, visit www.achca.org and click on “About ACHCA”.

ACHCA’s *Principles of Excellence for Leaders in Long Term Care* enunciate the highest principles of leadership in long term care. These principles exemplify leaders who strive constantly to pursue the highest level of excellence. To view ACHCA’s *Principles of Excellence for Leaders in Long Term Care*, visit www.achca.org and click on “About ACHCA”.

Advancement to Fellow (FACHCA) represents the highest level of membership in the ACHCA. Obtaining and maintaining the FACHCA credential demonstrates the administrator’s commitment to professionalism and dedication to leadership and service excellence. Fellowship is a mark of distinction that sets the administrator apart from his/her peers. Thirteen members advanced to Fellow in 2014 making the total number of active Fellows 429.

ACHCA’s national recognition and awards program seeks to promote leadership excellence in post-acute and aging services administration, education, journalism, and public service. The 2014 Awards Ceremony provided awards to 6 chapters and 8 distinguished and emerging leaders in long term care. Two student scholarships were provided. In addition, 42 facility leaders received the Eli Pick Facility Leadership Award at the Convocation for their leadership in achieving top facility performance in their states on the ACHCA’s identified performance indicators. An additional 234 facility leaders received a remote recognition for their achievement and were e-mailed their certificates.

**Lead**

In 2014 ACHCA, in collaboration with the NAB, launched an AIT Preceptor Development Work Group to 1) prepare licensed administrators to serve as qualified preceptors for administrators in training; 2) address the frequently voiced need by student/pre-licensure candidates seeking an AIT site; and 3) draft an AIT Preceptor Curriculum and plan for acceptance/standardization across state boundaries for entry to practice requirements. This work group continues their focus in 2015.

(Continued on page 5)
The Academy of Long Term Care Leadership and Development supports the ACHCA’s mission by advancing leadership excellence in long term care administration through education, research, and development. The Academy strives to be the premier resource for establishing practice guidelines and future leadership capacity of health and aging services administration. The Academy is a thought leader, advocate, and voice for evidence-based practices and cutting edge developments that position leaders to proactively lead a dynamic, challenging, and socially significant field.

The Academy:

- Collaborates, endorses, and provides educational programs on leadership.
  - Co-sponsored the Fifth National Emerging Leadership Summit (NELS), which was held July 2014 in Washington, D.C. This event actively engages the next generation of leaders in health and aging services while providing a platform to learn the emerging leader perspectives on the profession.

- Coordinates & supports leadership development initiatives.
  - Continued to support the ACHCA Mentoring Initiative in 2014 with the generous support of an external grant. In 2013-2014 the mentoring program had 9 matched mentor/protégé pairs. The mentoring program has expanded to engage mentor/protégé pairs at the chapter and district level.
  - Sponsored the fifth student poster exposition at Convocation 2014 with 11 poster presenters.

The ACHCA leadership and staff actively participate in industry initiatives and forums representing the leadership voice for our members. ACHCA:

- is a founding member of the Advancing Excellence Campaign (since 2006) and actively participates on the AE Board and work groups; The CEO represented ACHCA as its representative on the AE Board for 2014;

- was a 2014 member of the Center for Excellence in Assisted Living (CEAL);

- is an active participant on the AHCA Quality Committee, the GWU National Emerging Leadership Summit planning committee, and the Joint Commission’s Long Term Care Professional and Technical Advisory Committee;

- participates in the industry selection of LTC award winners such as the AMDA Quality awards;

- participates in the invitational meetings from governmental meetings and trade and professional associations.

While we reflect on the past year’s successes and challenges, we must focus on our future success as a membership society. ACHCA has the ability to make significant contributions to the professional advancement of our members and all post-acute and aging services administrators. With the help of our members, our committee volunteers, and our supporters, we will be stronger and available to the next generation of leaders in post-acute and aging services administration.

ACHCA’s elected national leaders, chapters, and national staff are committed to providing the high-quality programs and services members need to develop and grow as leaders. We thank all chapters for their support and participation throughout the year and look forward to an exciting future. Through connecting, learning, advancing, actualizing and leading, administrators can seize the opportunities at hand and ahead to be the Catalyst for Excellence in Post-Acute and Aging Services Leadership.

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

Daniel Shields, CNHA, FACHCA
Vice Chair, ACHCA Board of Directors

Molly Savard, CNHA, FACHCA
Secretary/Treasurer, ACHCA Board of Directors

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Immediate Past Chair, ACHCA Board of Directors

Marianna K. Grachek, CNHA, CALA, FACHCA
President & CEO, ACHCA
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Colorado

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SECRETARY/ TREASURER
Connecticut

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Georgia

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Stefan (Steve) Fromm, CNHA, FACHCA
Georgia
Terri Golec, FACHCA
Connecticut
Philip Jean, CNHA, FACHCA
Maine
Rudolph (Rudy) L. Michalek, FACHCA
Florida
Ken Reynolds, CNHA, FACHCA
Tennessee

DISTRICT DIRECTORS
District 1 Director
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Connecticut, Massachusetts, Maine, New Hampshire, Rhode Island, Vermont

District 2 Director
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Toni Lynn Davis, CNHA, FACHCA
New Jersey, New York

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Arizona, California, Colorado, Hawaii, Idaho, Kansas, Montana, Nebraska, Nevada, New Mexico, North Dakota, Northwest (AK, WA), Oklahoma, Oregon, South Dakota, Utah, Wyoming

District 6 Director
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Ron Present, CNHA, CALA, FACHCA
Arkansas, Illinois, Iowa, Louisiana, Minnesota, Mississippi, Missouri, Tennessee, Texas, Wisconsin

Mariana Kern Grachek, CNHA, CALA, FACHCA
President & CEO

Strategic Plan & Goals

◊ Create financial viability for ACHCA
◊ Implement quality programs and services
◊ Enhance member satisfaction
◊ Promote external positioning of ACHCA as a premier LTC professional membership association
## Selected Financial Data

Consolidated Statements of Financial Position as of September 30, 2014

### ASSETS

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<td>Total Prepaid Expenses Winter Marketplace</td>
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<td><strong>TOTAL ASSETS</strong></td>
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### LIABILITIES & EQUITY

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<td><strong>Liabilities</strong></td>
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<td>Total Accounts Payable</td>
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<td>Total Other Current Liabilities</td>
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<td><strong>TOTAL LIABILITIES &amp; EQUITY</strong></td>
<td>$ 506,861.78</td>
<td>$ 506,648.74</td>
</tr>
</tbody>
</table>

*For a complete copy of ACHCA's audited financial statements or other financial information, please contact Marianna Grachek at mgrachek@achca.org.*
2014 Contributors

On behalf of ACHCA, we thank our generous supporters for their contributions. All gifts, memorials, and tributes received by ACHCA are gratefully acknowledged. October 1, 2013 - September 30, 2014

Academy Champion
Center for Health and Aging Services Excellence
Timothy Dressman, CNHA, CALA, FACHCA
Marianna Grachek, CNHA, CALA, FACHCA
Eric Hadley, CNHA, CALA, FACHCA
David Wolf, PhD, CNHA, CALA, CAS, FACHCA

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Kathleen Pajor, FACHCA

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Roger Topping
Gary Brent Waymire, CNHA, FACHCA
Bonnie Wood, CNHA, FACHCA

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Mardell Brandt, FACHCA
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The New York Chapter of ACHCA

Phil McConnell Fund Donors
Phillip Crawford, FACHCA
Thomas Gault, FACHCA

David B. Oliver Legacy Giving Pledges
Daniel Farley, CNHA, Fellow Emeritus

Academy Life Members
For the list of Academy Life Members, please visit http://connect.achca.org/achcadonations

(Continued on page 9)
The text is not clearly legible due to the distorted images. However, it appears to be a list of names, possibly acknowledging support or membership within an organization. The text seems to be excerpted from a document, likely a newsletter or a membership acknowledgment of some sort. The names are likely affiliated with the organization named at the bottom of the page, ACHCA. The text may be discussing membership or recognition of members who have pledged support over a period of 4 years. The text ends with a call to action and a website link for further information.
Awards & Scholarships

Congratulations to our 2014 award and scholarship winners. Winners were recognized at the Awards Luncheon during the 48th Annual Convocation and Exposition in Las Vegas, Nevada.

**Individual Awards**

**Outstanding Member Award**
Allan Z. Swartz, FACHCA (Minnesota)
Molly H. Savard, CNHA, FACHCA (Connecticut)

**New Nursing Home Administrator Award**
Sara J. Sherwood (Maine)

**Public Service Award**
Govind Bharwani, PhD (Ohio)

**Business Partner Award**
Redilearning Corporation (Florida)

**Champion Award**
Saint Joseph’s College of Maine (Maine)

**Distinguished Nursing Home Administrator Award**
Michael P. Duffy, FACHCA (New Jersey)

**Distinguished Service to ACHCA Award**
Stephen L. Esdale, CNHA, FACHCA (Massachusetts)

**Chair’s Award**
Douglas Olson, PhD, FACHCA (Wisconsin)

**W. Phillip McConnell Student Scholarship**
Amber R. Weinhart
Kent State University

Jennifer Combs-Wilber
Saint Joseph’s College of Maine

**Chapter/District Achievement Awards**

**Connecticut Chapter**
Educational Advancement Project & Professional Advancement Initiative

**Georgia Chapter**
Partnership with GHCA

**Maine Chapter**
Business Affiliate Program & Membership Recruitment and Retention Project

**New Hampshire Chapter**
Newsletter: Granite State Report & Chapter Website

**New Jersey Chapter**
Chapter Website

**South Carolina Chapter**
Increasing Chapter Value and National Membership

**Texas Chapter**
Membership Recruitment
Past Presidents & Chairs

5/1/1963 - 5/1/1966  Theodore E. Hawkins ‡
5/1/1966 - 5/1/1967  Carl A. Becker ‡
5/1/1967 - 5/1/1968  Alton E. Barlow ‡
5/1/1968 - 5/1/1970  Sister Ambrosette M. Pflueger ‡
5/1/1971 - 5/1/1972  Eleanor B. Baird ‡
5/1/1974 - 5/1/1976  Gerald A. Bishop ‡
5/1/1976 - 5/1/1977  Hoyt Crider, PhD ‡
5/1/1978 - 5/1/1979  Stuart H. Goldberg
5/1/1979 - 5/1/1980  Nicholas D. Demisay
5/1/1981 - 5/1/1982  Andrew L. Fennelly, Fellow Emeritus ‡
5/1/1984 - 5/1/1985  Robert V. Siebel, CNHA, FACHCA
5/1/1985 - 5/1/1986  Mardell E. Brandt, FACHCA
5/1/1996 - 5/1/1997  Keith R. Knapp, PhD, CNHA, FACHCA

5/1/1999 - 5/1/2000  Clay F. Crosson
5/1/2001 - 5/1/2002  Mary B. Lazare (Paspalas)
5/1/2002 - 5/1/2003  Orlando J. Bisbano, Jr, CNHA, FACHCA
5/1/2006 - 5/1/2008  Larry I. Slatky, CNHA, FACHCA
5/1/2010 - 5/1/2012  Timothy C. Dressman, CNHA, CALA, FACHCA
5/1/2012 - 5/1/2014  Roxanne L. Galloway, CNHA, CALA, CAS, FACHCA
5/1/2014 - Present  Michael A. Hotz, CNHA, FACHCA

‡ Deceased

Foundation/Academy Chairs

Academy Chairs
2007-2009  Larry I. Slatky, CNHA, FACHCA
2010-2011  Walter M. Collins
2011-2012  Larry I. Slatky, CNHA, FACHCA
2012-2015  Timothy C. Dressman, CNHA, CALA, FACHCA

Foundation Chairs
5/1/1981 - 5/1/1983  Mardell E. Brandt, FACHCA
5/1/1983 - 5/1/1984  Stuart H. Kanowitz, FACHCA, Retired Emeritus Certified
5/1/1984 - 5/1/1986  Fr. Barnabus Hunt
5/1/1993 - 5/1/1995  Raymond F. Rustige, Retired Emeritus Certified
5/1/1999 - 5/1/2001  Michael Reilly
5/1/2001 - 5/1/2002  Lisa Poskanzer, CNHA, FACHCA

*The Foundation was disbanded in the early 2000’s. It was reinstated as The Academy of Long Term Care Leadership and Development in 2007.
Chapter Presidents (October 2013-September 2014)

Established Chapters

Arizona Chapter President (D-5)
Ed Smith
Mesa, AZ

Connecticut Chapter President (D-1)
Blair Quasnitschka
Glastonbury, CT

Florida Chapter President (D-4)
Luann Foos
Kissimmee, FL

Georgia Chapter President (D-4)
Delores (Lorrie) Scroggs, CNHA
Lithonia, GA

Indiana Chapter President (D-3)
Mark Prifogle, FACHCA
Brownsburg, IN

Kentucky Chapter President (D-3)
Israel Ray, CNHA, FACHCA
Hopkinsville, KY

Maine Chapter President (D-1)
Matt Lessard
Freeport, ME

Massachusetts Chapter President (D-1)
Joanne Shaw
North Chelmsford, MA

Michigan Chapter President (D-3)
Lisa Cooney
Waterford, MI

Missouri Chapter President (D-6)
Kendall Brune, PhD
St. Louis, MO

Mississippi Chapter President (D-6)
Stacy Seay, FACHCA
Fulton, MS

New Hampshire Chapter President (D-1)
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In 2013, ACHCA launched a state of the art CRM social technology networking community called ACHCAConnect. While ACHCAConnect has proven to be an excellent member benefit to assist our members in seeking support/advice from their colleagues, accessing the vast resources located in the Peer2Peer Open Forum Library, or to catch up on the latest news in long-term care, our membership is on the go. In order to make sure our members have access to the wealth of information available within ACHCAConnect at their convenience – on the go, at home, or in the office- ACHCA launched MemberCentric©, the organization’s first mobile app.

MemberCentric© is available for Android, iPhone, iPad, iPod Touch and Kindle Fire. Users of other mobile devices can access the app through their mobile browser. MemberCentric© allows ACHCA members to find and connect with other members; receive the latest professional news; and view all of the upcoming events all from the palm of your hand!

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Take advantage of these great member benefits. To learn more about ACHCAConnect or MemberCentric©, email achcaconnect@achca.org or visit http://connect.achca.org. Members who are logging in for the first time may use their email on file with ACHCA as their username and their last name all lowercase as their password. Do not wait any longer to get connected!
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PREAMBLE

The preservation of the highest standards of integrity and ethical principles is vital to the successful discharge of the professional responsibilities of all long-term health care administrators. This Code of Ethics has been promulgated by the American College of Health Care Administrators (ACHCA) in an effort to stress the fundamental rules considered essential to this basic purpose. It shall be the obligation of members to seek to avoid not only conduct specifically proscribed by the code, but also conduct that is inconsistent with its spirit and purpose. Failure to specify any particular responsibility or practice in this Code of Ethics should not be construed as denial of the existence of other responsibilities or practices. Recognizing that the ultimate responsibility for applying standards and ethics falls upon the individual, the ACHCA establishes the following Code of Ethics to make clear its expectation of the membership.

EXPECTATION I

Individuals shall hold paramount the welfare of persons for whom care is provided.

PRESCRIPTIONS: The Health Care Administrator shall:
• Strive to provide to all those entrusted to his or her care the highest quality of appropriate services possible in light of resources or other constraints.
• Operate the facility consistent with laws, regulations, and standards of practice recognized in the field of health care administration.
• Consistent with law and professional standards, protect the confidentiality of information regarding individual recipients of care.
• Perform administrative duties with the personal integrity that will earn the confidence, trust, and respect of the general public.
• Take appropriate steps to avoid discrimination on basis of race, color, religion, sex, pregnancy, sexual orientation, citizenship status, national origin, age, physical or mental disability, past, present or future status in the U.S. uniformed services, genetics or any other characteristic protected under applicable law.

PROSCRIPTION: The Health Care Administrator shall not:
• Disclose professional or personal information regarding recipients of service to unauthorized personnel unless required by law or to protect the public welfare.

EXPECTATION II

Individuals shall maintain high standards of professional competence and personal conduct.

PRESCRIPTIONS: The Health Care Administrator shall:
• Possess and maintain the competencies necessary to effectively perform his or her responsibilities.
• Practice administration in accordance with capabilities and proficiencies and, when appropriate, seek counsel from qualified others.
• Actively strive to enhance knowledge of and expertise in long-term care administration through continuing education and professional development.
• Demonstrate conduct that is in the best interest of the profession.

PROSCRIPTIONS: The Health Care Administrator shall not:
• Misrepresent qualifications, education, experience, or affiliations.
• Provide services other than those for which he or she is prepared and qualified to perform.
• Conduct themselves in a manner detrimental to the best interest of the profession.

EXPECTATION III

Individuals shall strive, in all matters relating to their professional functions, to maintain a professional posture that places paramount the interests of the facility and its residents.

PRESCRIPTIONS: The Health Care Administrator shall:
• Avoid partisanship and provide a forum for the fair resolution of any disputes which may arise in service delivery or facility management.
• Disclose to the governing body or other authority as may be appropriate, any actual or potential circumstance concerning him or her that might reasonably be thought to create a conflict of interest or have a substantial adverse impact on the facility or its residents.

PROSCRIPTION: The Health Care Administrator shall not:
• Participate in activities that reasonably may be thought to create a conflict of interest or have the potential to have a substantial adverse impact on the facility or its residents.

EXPECTATION IV

Individuals shall honor their responsibilities to the public, their profession, and their relationships with colleagues and members of related professions.

PRESCRIPTIONS: The Health Care Administrator shall:
• Foster increased knowledge within the profession of health care administration and support research efforts toward this end.
• Participate with others in the community to plan for and provide a full range of health care services.
• Share areas of expertise with colleagues, students, and the general public to increase awareness and promote understanding of health care in general and the profession in particular.
• Inform the ACHCA Standards and Ethics Committee of actual or potential violations of this Code of Ethics, and fully cooperate with ACHCA’s sanctioned inquiries into matters of professional conduct related to this Code of Ethics.

PROSCRIPTION: The Health Care Administrator shall not:
• Defend, support, or ignore unethical conduct perpetrated by colleagues, peers or students.