

Continuum

October 2016 | Volume 14, Issue 3



ACHCA
American College of
Health Care Administrators

Save the Date

23rd Annual Winter Marketplace

December 9 - 11, 2016
Rio Las Vegas Hotel and Casino | Las Vegas, NV

Long Term Care Administrator's Week

March 12 - 18, 2017

51st Annual Convocation & Exposition

April 2 - 5, 2017
Hyatt Regency St. Louis at the Arch | St. Louis, MO

24th Annual Winter Marketplace

December 15 -17, 2017
Omni Atlanta Hotel at CNN Center | Atlanta, GA

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Dear Members:

One of my favorite leadership quotes states, "where there is no vision, the people perish (Prov. 29:18)." It is imperative that we know where we are going and/or what we are trying to achieve, otherwise we will wander around in circles until we just die off, never having accomplished our purpose or goals.

With this in mind, your board gathered in July to develop a new strategic plan that will support and further ACHCA's mission and vision – **"to be the catalyst for excellence in post-acute and aging services leadership."** The board identified and approved four strategic goals to support and further our mission working with the premise that the mission-driven organization is the successful organization.

So where is ACHCA going? What are we about?

Our Mission: ACHCA is the catalyst for excellence in post-acute and aging services leadership.

Our Vision: ACHCA is the premier 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.

How are we going to get there?

To accomplish the Mission and Vision, ACHCA will pursue strategies to achieve the following Goals:

Goal: REPRESENTATION OF THE PROFESSION

ACHCA will recruit and retain a diverse membership across the post-acute and aging services continuum.

Goal: PROFESSIONAL DEVELOPMENT

ACHCA will provide those within the profession the programs, products, and services required for career advancement and development in support of professional excellence.



Chair's Message (Continued)

Goal: LEADERSHIP

ACHCA will align with industry professionals, business partners, and partner organizations to advance the unique health care specialty of post-acute and long term care.

Goal: PRESENCE

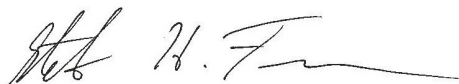
ACHCA will enhance and promote a positive public perception of the profession and the association to both internal and external audiences.

I am excited about ACHCA's future! It is time for us to live up to our Vision and be the premier professional organization for post-acute and aging services leaders. It is time to fulfill our Mission and be the catalyst for excellence in post-acute and aging services leadership.

We have a plan to accomplish this, and now it is time for us all to join together and work the plan to bring about the growth and success of our organization. Join me, our board, and our staff as we embark on this ambitious endeavor to grow and secure our rightful place of leadership within the post-acute and aging services community!

One final thought: in my last *Continuum* message, I encouraged every member **"to each one, reach one"** and recruit at least one new member. **Have you reached yours?**

We all need to do our part to make ACHCA great and the organization of choice for leaders in post-acute and aging services! I envision having 3,500 members by the 2017 Winter Marketplace, and then 5,000 members by the 2019 Convocation... wouldn't that be something! Let's fulfill the dream together!



Steve Fromm, CNHA, FACHCA
ACHCA Chair

Editor's Note: Help fulfill The Chair's Dream and participate in the Chair's Challenge for Membership Recruitment! The member who recruits the most members by April 2017 – and attends the Annual Convocation & Expo in St. Louis, MO – will receive an iPad donated by Steve Fromm. Questions about this Challenge? Contact Jana Pauldin, Vice President, Membership & Chapter Relations: jpauldin@achca.org

Call for ACHCA Awards

ACHCA Individual/ Partner Awards: Do you know someone in post-acute and aging services who should be recognized for their contributions to ACHCA and the profession? [CLICK HERE](#) for the 2017 ACHCA Awards and Scholarships criteria. The Awards and Scholarships Online Nomination Form can be found [HERE](#). Individual/Partner Award nominations are due by November 1, 2016.

ACHCA Chapter/District Achievement Awards: [CLICK HERE](#) for information about ACHCA's Chapter/District Awards. The nomination form for Chapter/District Awards can be found [HERE](#). For your nomination to be considered, please submit Chapter/District Achievement Award applications by December 19, 2016.

W. Philip McConnell Student Scholarship Fund: The W. Philip McConnell Student Scholarship Fund is administered by the Ohio Chapter of ACHCA. The purpose of this endowment is to sponsor two students to attend the ACHCA Convocation & Exposition. For more information on the McConnell Scholarship, please [CLICK HERE](#). January for submission is January 9, 2017.

If you have questions about the ACHCA Awards program or nominations process, please contact Jana Pauldin at jpauldin@achca.org.

23rd Annual Winter Marketplace

December 9-11, 2016

Rio All-Suite Hotel and Casino

Las Vegas, Nevada



Why attend this unique conference for long-term care professionals?

Mental Break: Sometimes you have to give your mind a break from work to have your keenest insights into your job. Listen to speakers who challenge your thought patterns and assumptions. And return to your community with ideas to work more efficiently and effectively.

Make Connections: At Winter Marketplace, you have the opportunity to meet the experts. Have meaningful conversations with the speakers and those sitting beside you in the audience. Leave with peers you can contact for ideas and problem solving.

Find New Tools: Visit the exhibit marketplace and attend the Idea Exchange to learn about new and innovative tools to tackle long-term care challenges.

Have Fun: Relaxing is an important part of business success. Get out and explore Las Vegas. Laugh and make new friends with other LTC professionals.

Invest in YOU: To improve as a professional you have to leave the walls of your building and give yourself the opportunity to learn.

Register today at www.achca.org

- ◆ ACHCA member and advanced registration discounts
- ◆ Special ACHCA group room rate at Rio All-Suite Hotel & Casino
- ◆ Earn CE, connect with your colleagues, and enjoy fabulous Las Vegas
- ◆ Certificate Program: Litigation Preparation in the Post-Acute World
- ◆ Keynote, Norma Hollis, helps you discover your authentic leadership voice
- ◆ Networking reception and lunch included with registration
- ◆ Exhibit and sponsorship opportunities available

**EARN UP TO
15.5 CEs**





A Chair and His Dream: The Data Shows the Reality

By Cecilia Sepp, CAE, President & CEO

ACHCA remains the only professional society that represents the individual in long term care. The College is your professional home and supports you throughout your professional life, from Student to Retirement. We are always looking for new ways to provide a valuable membership experience at all the stages of the career arc.

One thing that is vital and crucial for success is a community that is representative of the profession across the spectrum of long term care.

Steve Fromm, CNHA, FACHA, Chair of ACHCA, has shared his dream of reaching 5,000 members by April 2019. He asked each of our members to recruit at least one new member.

But I believe we can all recruit more than one member each – I believe that we can all recruit at least three new members. **Because I believe that this dream is not a dream. I believe it is an achievable reality because the data supports this conclusion.**

In 2014, the Centers for Disease Control (CDC) reported that there were **15,600 nursing homes in the United States**. This is from the report “*Long-Term Care Providers and Services Users in the United States: Data From the National Study of Long-Term Care Providers, 2013-2014, table 1*,” which can be found on the CDC website <http://www.cdc.gov/nchs/fastats/nursing-home-care.htm>.

Our goal is to recruit at least one-third of the Administrators from this reported community of nursing homes, or, 5,000 Administrators.

Our voice will grow stronger as we grow our community. Let's reach this Goal of 5,000 members and make our Chair's Dream a Reality! But don't just do it for Steve. Do it for yourself and the profession that you chose because we are stronger together.

As ACHCA grows and becomes even stronger, we are able to bring you programs like the **IT Preceptor Training Program, which we developed in partnership with NAB**. This program will launch this fall at both the NAB Mid-Year Meeting, November 9-11, in Atlanta, GA, and the ACHCA Winter Marketplace, December 9-11, in Las Vegas, NV.

Our joint development, launch, and ongoing support of this program is an example of things to come for ACHCA.

We are also developing new and valuable programming like the certificate program “**Litigation Preparation in the Post-Acute World,**” which launches at our **Winter Marketplace** this December. This certificate program offers professionals the knowledge they need to confidently handle any legal issues they may face. Great education that makes your resume stand out in the marketplace – another benefit of your membership!

You have read about our new Strategic Plan and the Goals identified by leadership in support of our Mission. But all of us need to work on achieving those goals. **Representation of the Profession through a broad and varied membership is the Goal we can all work on and achieve together.**

And, a research paper from 2015 (abstract follows) supports the importance and value of professional membership. *Again, the data supports the dream.*

President's Message (Continued)

JHHS SPRING 2015

THE IMPORTANCE AND VALUE OF PROFESSIONAL MEMBERSHIP OF NURSING HOME ADMINISTRATORS

"This study examines the association between nursing home administrators (NHAs) professional membership, certification, and fellow status with quality indicators in nursing homes. Membership, certification, and fellow information (representing increasing levels of participation) originated from the American College of Health Care Administrators (ACHCA). ACHCA is a professional association which represents long-term care administrators. The Quality Measures reported on the Nursing Home Compare web-site, and facility information from the On-line Survey Certification of Automated Records (OSCAR) were used. The period of interest was 2010 and a total of 19 quality indicators were examined. Data were analyzed through multivariate analyses using negative binomial regression.

*The results indicate NHAs who are **members of ACHCA** are associated with **better quality** in 6 of the 19 quality indicators examined; **ACHCA certified member fellows** are associated with **better quality** in 7 of the 19 quality indicators examined; **ACHCA fellows** are associated with **better quality** in 10 of the 19 quality indicators examined; and, **ACHCA members (excluding certified, certified fellows, and fellows)** are associated with **better quality** in 13 of the 19 quality indicators examined. **[emphasis added]***

*These findings support the value of professional membership, as well as voluntary certification or fellow credentialing of NHAs with respect to quality improvement." **[emphasis added]***

New programs, new ideas, and new opportunities are on ACHCA's horizon. Participate in the Chair's Membership Recruitment Challenge. Do it for yourself. Do it for your colleagues. Do it for the profession you have chosen.

Strategic Goals 2016 and Beyond

Presence: Public Image

Strategy Statement – ACHCA will heighten awareness among the post-acute and long term care community regarding the importance of ACHCA services, advocacy, and education and how these improve performance outcomes in facilities. ACHCA will communicate to the public the role of post-acute and long term care providers within society.



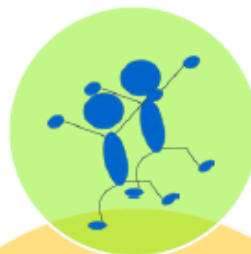
Leadership: Industry Alignment

Strategy Statement – ACHCA will represent the profession to the public and within the spectrum of health care regarding the contribution of post-acute and long term professionals to the delivery of health services.



Representation: Membership

Strategy Statement – ACHCA will recruit and retain membership in the United States.



Professional Development: Career Arc

Strategy Statement – ACHCA will create compelling education and career development resources built around core competencies for the profession, positioning the organization as the preferred source of education and career development.



Why We Need Authentic Leaders in Health Care

Norma Hollis

Authentic leaders are a special breed of people. They know who they are and this self-knowledge empowers them to transform their life and lives of

those they lead. Their authenticity builds loyalty, trust, collaboration and commitment. It forges positive change in their teams, their company, their community and their industry. They are the new, emerging force in an ever changing arena.

The need for authentic leaders has accelerated in recent years. One reason is because some leaders in the corporate world still view leadership from the style that was developed in the industrial age. When our country moved to rapid manufacturing techniques starting in 1760, it was clear that production could be increased with an assembly line process where employees performed a single or simplified task as quickly as possible. The goal was to lead employees to work faster, more efficiently and produce higher numbers of product in shorter timeframes.

Leadership focused on the ability to motivate faster performance. There was little concern with the personality of the employee, what they brought to the table as an individual and how much personal satisfaction was gained from the job. If employees were not happy management just replaced them with another 'robot-like' worker who could do the job faster.

Today's world is different. We are experiencing the digital age where employees are expected to think critically on multiple topics using all the readily available information to build on current knowledge. Leadership in this era motivates employees to perform their best by identifying problems, offering solutions, taking action and communicating soundly.

The next evolution requires us to step into the empowerment age where the focus is recognizing employee's natural, authentic gifts and talents and integrating those attributes into the work environment.

How do leaders transform themselves and their organizations to leave industrial age thinking, evolve through the digital age to an empowerment style of leadership? How does this apply to the health care industry?

The answer lies in Authentic Leadership.

After studying authenticity for over three decades from personal, professional and spiritual perspectives, I have learned what it means to be an authentic leader. What I learned is echoed among scholars who agree that the most important foundation of authentic leadership is self-awareness.

Authentic leaders know themselves, their personal strengths and vulnerabilities and lead with awareness of their shortcomings and how to compensate for them. This awareness of self allows them to build rapport and improves the quality of their communication skills, and their ability to engage their workforce. They are role models for their organizations and society as a whole.

As role models, once leaders embrace the concepts and practices of authentic leadership, their employees will too. This translates to health care employees as increased quality of care. Employees become empowered and raise their self-worth, relationships among employees and between employees and patients is enhanced and the culture of the organization becomes more aligned with its mission.

The process involves a learning experience and a personal and organizational transformation.

Leadership is an experience, for the leader and those they lead. The experience for the leader is the act of personally observing, encountering, *and* undergoing

Why We Need Authentic Leaders in Health Care *(continued)*

something. No matter how many people you lead or what you lead them toward or away from, you *will* go through a personal experience, encountering challenges and undergoing successes. It is a unique type of learning.

The experience for those being led is transformation. Sustainable change will take place when team members have the experience of being led by leaders who personally observe, encounter and undergo something in ways that are engaging and empowering.

That is the transformational experience of Authentic Leadership and the foundation for my conversation with you at your 23rd Annual Winter Marketplace. You will learn more about authentic leadership, assess your authenticity as a leader, increase your self-awareness and discover what you can do, as a leader, to observe, encounter and undergo experiences to transform your workforce.

*Norma Hollis develops authentic leaders by building their self-awareness and communication skills. Her proprietary Authentic Voice System is grounded in 30 years of research on human nature from personal, professional and spiritual perspectives. Through keynotes, seminars and consultation, Norma has transformed thousands of leaders by helping them 'see' themselves and their teams from new perspectives and lead with new energy. Norma Hollis will present the keynote presentation, *The Three Voices of Authentic Leadership*, at ACHCA's 2016 Winter Marketplace on Friday, December 9, 2016. [Click here](#) to learn more about Winter Marketplace.*

“Despite all the technology, enormous increase in the complexity of the operation, and the acuity of those we serve, at the end of the day, we're here because we want to make a difference in people's lives. A trial lawyer making millions for himself will never know that feeling, even on his big yacht.”

-Bob Siebel

A Very Personal Look at the First 50 Years of Long Term Care

by Robert V. Siebel, CNHA, FACHCA

Bob Siebel is the President and CEO of Carriage Healthcare Companies, Inc. Bob has accomplished a lot in this role, but his journey started over 45 years ago as a Nursing Home Administrator. At this same time, healthcare was being influenced by the beginnings of Medicare, Medicaid and all the regulations that came with them. Over the years, Siebel has always wanted to positively impact both residents and staff. He has conducted many seminars, served on numerous boards and has been the National President for the American College of Health Care Administration.

A Very Personal Look at the First 50 Years of Long Term Care, shares Bob's personal journey and how he dealt with the ever changing healthcare requirements, constant regulation modification and explains how he balanced a caring integrity with a financially focused business. Carriage Healthcare Companies, Inc. started in Bob's basement, where he got all the support and encouragement imaginable from his wife. It has grown into a business that has 22 licensed facilities operating in three states.

Bob's journey isn't over yet.

"I highly recommend that it be read by members of ACHCA and by other groups as well. As a matter of fact, it should be required reading for administrators-in-training."

-Helen Louise Stout
FACHCA

*Copies of the book are
available for purchase
on Amazon.com*

Proceeds of book sales benefit the ACHCA Richard Thorpe Fellowship Fund, which supports the continuing development of long term care leaders through the ACHCA Mentoring Program.

Certificate Program

December 9-11, 2016 | Las Vegas



Litigation Preparation in the Post-Acute World

Presented by: Robert Siebel, CNHA, FACHCA, Julian Rich, CNHA, FACHCA, Nicholas J. Lynn, Esq, and Pat Sullivan, JD

**EARN UP TO
15.5 CEs**

Held in conjunction with ACHCA's 23rd Annual Winter Marketplace, certificate program sessions run alongside the conference breakout session schedule. Certificate program registrants will be able to attend the keynote presentation and Idea Exchange session and earn up to 15.5 CEs. Registrants must attend each certificate program session to earn their certificate.

A series of articles in the September 2015 issue of *Provider* magazine (e.g., "Navigating the Litigation Quagmire") focused on the frequency, complexity and impact of nursing home lawsuits. One article claimed that even the best facilities have a 40% chance of being sued. Furthermore, liability costs can be as high as \$2,000 per bed and the average liability claim currently exceeds \$200,000.

The above information suggests that nursing home executives must be able to understand the legal process before a lawsuit is filed and, most importantly, the processes involved, from the initial filing of a complaint, discovery, depositions and trial. **This program will provide an overview of these processes including vulnerabilities, risks, and the involvement of experts, attorneys, insurance companies, and other participants.** It deserves mention that a significant part of the course is an interactive mock deposition and trial.

At the completion of the program, attendees should have an improved understanding of litigation so that the facility executives and appropriate staff as well as other interested and involved parties can "navigate" the system.

**COURSE
OBJECTIVES**

1. Provide participants with tools to **UNDERSTAND THE LEGAL PROCESS** and prevent litigation related to resident care allegations as well as defense mechanisms in the event a lawsuit is filed.
2. Enhance the learning experience with a realistic interactive demonstration of both depositions and the trial experience utilizing attorneys with experience litigating medical malpractice lawsuits.
3. Assist the participants to understand the role of an expert witness to enhance both plaintiffs and defendants in actions brought against post-acute providers.

Space is limited! Reserve your seat today!

ACHCA Member \$570 | Non-Member \$780

23rd Annual Winter Marketplace

December 9-11, 2016

Rio All-Suite Hotel & Casino | Las Vegas, Nevada

**Advance
Registration
Ends
November 2**

www.achca.org

The American College of Health Care Administrators (ACHCA) is a Certified Sponsor of professional continuing education with the National Association of Long Term Care Administrator Boards (NALTB). State licensure boards have final authority on the acceptance of individual courses.

National Conference Planning Committee



As the 2016-2017 National Conference Planning Committee Chair, I hope all of you are making plans to attend the **2016 Winter Marketplace in Las Vegas on December 9-11**. We have a very strong and quality educational program planned to enhance your skills and knowledge as leading long-term care professionals. Make sure that you plan to take time to network with fellow colleagues as well, which is one of the many benefits of your attendance at Winter Marketplace. Las Vegas also allows you the opportunity to relax and recharge your batteries.

We look forward to your participation and remember to add the 51st Annual Convocation and Exposition dates into your busy calendar. The 2017 Convocation will be April 2-5, 2017 at the Hyatt Regency St. Louis at the Arch in St. Louis, Missouri.

To register for Winter Marketplace, learn more about the educational opportunities, or to check out exhibitor and sponsor opportunities, visit <http://www.achca.org/winter-marketplace>

Gary Riffe

Gary M. Riffe, FACHCA, Retired Certified Emeritus
Chair, 2016-2017 National Conference Planning Committee

**Thank You to Our 2016 Winter
Marketplace Sponsors!**
Carriage Healthcare Companies
Cornell Communications
Direct Supply
Senior Rehab Solutions



Rio All-Suite Hotel & Casino | Las Vegas, NV



Call for Speakers: 2017 Convocation

ACHCA is currently accepting breakout session proposals for the 2017 Convocation, April 2-5 in St. Louis, Missouri. [CLICK HERE](#) to apply by **October 28**.

Please note that in order to be considered for speaking opportunities, an ACHCA approved [learning outline](#) must be submitted.

For more information, email achcaeducation@achca.org



MEDCOM[®]
TRAINEX

Introducing a Gold CINDY* Award-winning program: *When Someone You Love Can't Live At Home*

Provide guidance and reassurance to families as they find the best long term care solution for their loved ones.

For families of individuals needing long term care, the experience of finding the right long term care setting can be emotional, overwhelming, and full of questions: There are so many options, which is right? How will this be paid for? How can we tell they're getting good care when they're not getting any better? Are we doing the right thing?

Public relations program *When Someone You Love Can't Live At Home* reduces confusion and anxiety while offering reassurance to viewers that finding a long term care solution is part of the process of caring for their loved ones and demonstrating their love for them. The program describes what needs to be done, what considerations to look at, and how to find the best fit for their unique situation.

By offering this video, you will help address these common concerns:

- Finding the right care option
- What to look for at a facility
- Costs and legal considerations
- Resident rights
- The natural process of aging



Most of all, *When Someone You Love Can't Live At Home* reminds viewers that even if their loved ones can't go home, they can still give them the love and care they need *now*.

DVD runtime: 23 minutes. © 2016

*The International Cinema in Industry CINDY Competitions is presented by the International Association of Audio Visual Communicators.

Member News

Congratulations to **William Bogdanovich, CNHA, CALA, CAS, FACHCA** and the staff at Broad Reach/Liberty Commons in North Chatham, MA for again earning a three year accreditation of its Inpatient Rehabilitation Program for Medical Nursing and also adding a three year accreditation of its Stroke Specialty program. The latest accreditation is the third Three Year Accreditation that this international accrediting body, CARF, has awarded to Broad Reach Healthcare. With the accreditation of its Stroke Specialty Program, Broad Reach/Liberty Commons is one of only two skilled nursing facilities in the United States to have achieved such recognition.

Our condolences to the family and friends of **Barry Bortz, FACHCA**, CEO of Carespring Health Care Management, whom passed away on September 1, 2016. Barry joined ACHCA and the Ohio Chapter in 1984 as a Life member. [Click here](#) to read more about Barry.

Congratulations to Ohio Chapter members, **Scott Bower** and **Missy Kubasek**, on their recent marriage!

Fun fact: **Jim and Bobbie Farley** along with two daughters have been inducted into the Cincinnati Tennis Hall of Fame! Their daughter, Andrea, was recently featured in [Glory Days: Maturity helped IH's Farley shine](#) by the *Cincinnati Enquirer*.

Congratulations to **Mark J. Finkelstein, CNHA, FACHCA**, Vice President, Hughes Health and Rehabilitation, Inc. and his team for winning the Gold Quality Award from AHCA/NCAL. Hughes Health is one of only three facilities in the country to earn the Gold Quality Award this year. We are very happy for the Hughes team! (Mark is a past President of ACHCA, a Life Member, and strong supporter of his professional association – thanks Mark.)

Our Board Chair, **Steve Fromm, CNHA, FACHCA** was interviewed by McKnight's! [Read "60 Seconds with... Steve Fromm"](#) from the July 2016 issue of McKnight's Long Term Care News.

Our condolences to the Hotz family on the passing of long-time member, **Walter I. Hotz**. Walter, a lifelong resident of Stamford, CT, passed away peacefully on August 17 after a courageous 5 year battle with cancer. Walter had been a member of ACHCA since 1964 and was also a Fellow. A donation on behalf of ACHCA in memory of Walter Hotz was made to the Congregation Agudath Sholom. [Click here](#) to read more about Walter.

Congrats to **Keith Knapp, PhD, CNHA, FACHCA**, on joining the faculty of Bellarmine University in Louisville, KY to establish a new program in health services and senior living leadership.

Bob Lane, CNHA, FACHCA, Vice Chair of the Board, has joined the Board of Directors of Upward Transitions, a United Way agency in Oklahoma City whose mission is “elevating those who are in need, stranded or homeless to a position of self-sufficiency.” He will be participating as part of the Performance and Quality Improvement committee.

“Better leaders make better operations. That’s really the nuts and bolts of it. Better leaders are better equipped to lead their organizations and create better outcomes as a result.” - **Robert Lane, CNHA, FACHCA**. ACHCA Board Vice Chair, Bob Lane, was recently interviewed for [BKD's Industry Insights](#).

Best wishes to **Marjorie Love** on her new role as Administrator at Northern Bay Residential Care in Penobscot, Maine.

More than 800 long term care professionals from across Florida were on hand to applaud **Andrew McKillop CNHA, FACHCA**, administrator of Okeechobee Health Care Facility, as he was honored as the statewide 2016 Nursing Home Administrator of the Year by Florida Health Care Association (FHCA). The award, presented during FHCA’s Annual Conference in Orlando on August 7-11, is the highest honor given to a nursing home administrator in Florida’s long term care profession. Hats off to Andrew! [Read more](#).

Congratulations to **Blair Quasnitschka, FACHCA** on his recent promotion to Director of Operations of iCare.

Theresa Sanderson, CNHA, FACHCA, ACHCA Board Secretary/Treasurer, was interviewed by *McKnight's Long Term Care News* in August for the article ["Providers Pleased With Rate Hike For 2017, Considering Other Aspects Of The Rule."](#)

Best of luck to **Matthew Trombley**, who has been named the new Administrator at Seaport Village in Ellsworth, Maine.

Congratulations to **Bonnie Wood, CNHA, FACHCA** of Arizona who was recently appointed as District 5 Director on the ACHCA Board to serve the remainder of the term that was vacated due to officer elections when Bob Lane was elected Vice Chair.

Several ACHCA members and conference speakers have collaborated on writing a manual entitled [Essential Business Skills for the Nurse Leader](#). Chapters authored by Joanne L. Smikle, PhD, John Sheridan, CC Andrews, Ray Miller, Mariana Grachek, and others, lay a foundation for success for the nurse leader in long term and post-acute care. The manual exemplifies ACHCA leaders working together to advance leadership across disciplines in the LTPAC continuum.

Advancement to Fellow

Congratulations to the following members who became an ACHCA Fellow in June - August, 2016.

Keith Wilson, CNHA, FACHCA

Why Become an ACHCA Fellow?

Obtaining and maintaining the FACHCA credential sets you apart from your peers! It is a designation for serving in ACHCA leadership positions such as a mentor in the mentoring program or an officer of the Board of Directors. Our nationally recognized Fellow status indicates your professional achievement and continuous adherence to the ethical and professional standards of ACHCA. It's a step in your career that confirms your dedication to the post-acute and aging services community. [Learn more today!](#)

Newly Certified

June-August, 2016

Matthew Combe, CNHA

Jeff Ginn, CNHA

Tamara Dicus-Wilbert, CNHA

Retired Emeritus Certified

June-August, 2016

Susan C. Hoffman, Fellow Emeritus, Retired Emeritus Certified

Kenneth Reynolds, FACHCA, Retired Emeritus Certified

Stephen Shelton, FACHCA, Retired Emeritus Certified

Take Your Career to the Next Level

The CNHA (Certified Nursing Home Administrator) and CALA (Certified Assisted Living Administrator) credential demonstrates your mastery of knowledge, skills, and values consistent with the high standards of management necessary to provide quality care to residents, families, and communities.

It assures employers of your competency on the job to improve organizational performance and enhances your distinction within the growing and competitive LTC marketplace. Whether you want to advance your career potential or add value in your current position, [ACHCA's Professional Certification](#) will help you demonstrate your professional credibility.



Thank You to Our Donors

All gifts received by ACHCA are gratefully acknowledged and enable ACHCA to fulfill its mission. This issue acknowledges donations received between June and August, 2016. Donations received after August will be acknowledged in a subsequent issue of *Continuum*.

Michael Barry, CNHA, FACHCA

Sharon Bixler, CNHA, FACHCA

Jody Bonura

Mardell Brandt, FACHCA

Judith Clark

Paul Duranczyk, FACHCA

Stephen Esdale

Roxanne Galloway, CNHA, FACHCA

W. Bruce Glass, CNHA, CALA, FACHCA

Sharon Grambow

Amanda Green

Angus Green

Mary Grondin, FACHCA

Peter Hayden

Bonnie Hitt

Patricia Iannetta, FACHCA

Ronald LaNeve, FACHCA

Jo Ann Lind, FACHCA

Mary Meindl, FACHCA

Ken Phillips

Kenneth Reynolds

Russell Schwartz

Gary Brent Waymire, CNHA, FACHCA

Steven Wolf, FACHCA

Bonnie Wood, CNHA, FACHCA

Thank You!

ACHCA is in search of great stories!

Sharing our stories will give members the opportunity to share their joys, challenges, and inspirations so that others may be inspired and motivated in their professional journey. Please submit your story to achcamarketing@achca.org.

New Members

ACHCA welcomes the following new members who joined between June 1 - August 31, 2016.

Kehinde Adebawale - Norristown, PA
Laura Allen - Edgewood, KY
Rachel Asermily - Willoughby, OH
Michelle Baylor - Sewell, NJ
Timothy Beaulieu - Orlando, FL
Edward Blake - Needham, MA
Sandra Brannon - Monroe, GA
Anjela Brown - Franklin, IN
Chip Caldwell - St. Augustine, FL
George Carrazana - Chattanooga, TN
Brian Cook - Goshen, IN
Jeremiah Davis - Easley, SC
Monika Dover - Colorado Springs, CO
Jaime Faucher - Cromwell, CT
Laura Feguson - Lizella, GA
Travis Freed - Portland, OR
Emily Garba - Chicago, IL
Rodney Gonsalves - Needham, MA
Diana Gore - Columbus, IN
Anthony Grant - Grayson, GA
Sandi Hall - South Euclid, OH
Karren Hawsy-Thomas - Ooltewah, TN
Angelena Hehn - Rome, GA
Ashley Ince - Jane Lew, WV
Devyn Jackson - Montgomery, AL
Ray Johnson - St. Augustine, FL
Heather Kesler - Greenfield, NE
Blaine Kincaid - Mandan, ND
Joel Klein - Bronx, NY
Michael Landi - Colebrook, CT
Tina Larose - New Castle, DE
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Group Memberships: Organizations

Mercy Health Senior Health and Housing Services
Wingate Healthcare

Student Poster Exposition

The Student Poster Exposition at Convocation gives undergraduate and graduate students from universities across the country an opportunity to present their scholarly work on a wide variety of topics from applied research with a faculty member or an innovative project with an ACHCA member. Students participate through oral presentations, poster displays, and gallery exhibits.

Throughout the two days, participants have the opportunity to interact with other students, faculty, and ACHCA members from across the country.

[Submit application](#) for consideration
by January 23, 2017.



Is Your Activity Program Tsunami Ready?

As the wave of Baby Boomers heads our way, there are many demands and issues we will be faced with. Everything from workforce, acuity levels, reimbursement issues, and technological demands, but one often overlooked is their demands of the Activity Program. It is time for us all to evaluate our community's activity program and determine if it's where we need it to be and if it's not, how can we get there?

Every Activity Director believes their program is the best, and that pride in their program is completely appropriate and expected. Now let's take a step back, remove our tunnel vision glasses, and truly evaluate the activity program from a different perspective.

- Are we meeting the needs of our current residents?
- Are we connecting with each person through mind, body, and spirit?
- How does our program differentiate us from our competitors?
- What do we want our program to look like in 1 year? How about 5 years?
- What steps do we need to take to achieve this?

The new thought is having a systematically designed program that maximizes your residents' quality of life, one that is highly marketable, and that engages each resident in quality activities and not just quantity. Residents need more than Bingo, birthday parties, and entertainers. Gone are the days of large groups activities with no meaningful resident connections. Many of the new age ideas are meant to create interpersonal connections that create fulfillment, not just a time passing activity. These may take your Activity Director out of their comfort zone, but that is alright because they are amazing people who will do anything for their residents. Develop a program that tries activities like Yoga, Tai-Chi, Big and Loud Therapy, Tibetan healing bowls, and ambient relaxation techniques. These may not work for every community, but the point is to expand programming to connect on a different level. The best part is that trying new ideas is not permanent, and if something doesn't work, tweak it until you find something that does. Our residents have already lost so much; we owe it to them to constantly try new things to improve their lives.

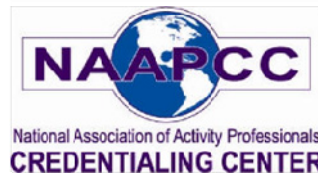
As an Administrator, support of our Activity Professionals is vital in making new ideas come to life for our resi-

dents. Through continued support of them through education, certification and forward thinking by Administrators, your residents will only benefit from their improvement and knowledge gained. We need to step up and help assist our Activity Directors into becoming true professionals in their field.

Sean Mockbee, BS, NHA

Managing Partner - View Point Senior Care
Sunshine Village Memory Care
Paseo Village Assisted Living

Sean Mockbee owns and operates two assisted living facilities in Arizona. He is President of the Arizona Health Care Association and serves on the Board of Directors for the National Centers for Assisted Living (NCAL).



The [NAAP Credentialing Center](#) provides a board certification for Activity Professionals (AP-BC) and Activity Consultants/Educators (AC-BC). The Center offers an all-encompassing certification to assure an individual is well rounded and prepared to work in any setting within the long term care continuum. No course or class is required. We simply credential not educate. We are the only credentialing body for Activity Professionals that follow the standards set forth by the National Commission for Certifying Agencies (NCCA). Learn more about us at www.naapcc.net, call 303-317-5682 or email naapcc.office@gmail.com.

Book Reviews & Article Submissions



ACHCA is looking for **book reviewers** and **authors** to contribute reviews and leadership articles for the *Continuum* newsletter.

Book review forms are available and are quick and easy to complete. If you are interested in becoming a book reviewer or having an article published in *Continuum*, please contact achcamarketing@achca.org for guidelines and information.

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2016 Medicare Compliance Update: Essential Facts for Facility Managers

All long term care administrators must understand the specifics of Medicare Part A Compliance. The compliance rules, definitions and coverage under the program have been advised in 2013, 2014 and 2015. This interactive fast paced session will discuss the structure of Chapter 8 of Medicare Benefit Policy Manual and highlight the changes that impact operations. CMS assumes that all operations and administrative staff understand the current rules and coverage definitions. The many changes in these areas will be identified and defined so the facilities can respond, educate their staff about the changes and establish meaningful Q.A. or an audit program to monitor compliance. This is a must do update session for administrators and clinical leadership.

Learning Objectives

1. Identify the content and importance of Compliance guidance in Medicare Benefit Policy Manual chapter 8 – for Part A Providers
2. Discuss the recent updates to the Medicare Benefit Policy Manual that impact proactive and Policy in the facility.
3. Describe the policy changes that facilities should implement to support compliance with the program.

Continuing Education Credits: 1.25
Watch Now: www.achca.org



LEAH KLUSCH, FACHCA received her BSN from Capital University and continued graduate studies in curriculum at The Ohio State University. She is the Executive Director of The Alliance Training Center, a nonprofit educational foundation, providing solutions in the healthcare industry since 1989. Leah is a national speaker and trainer, consultant and author, traveling nationally. She has also received her fellowship from ACHCA in 2009 and received their Education Award in 2011. Recently, she has also launched a series of MDS web based programs for skilled nursing, rehab, specialty, hospice, and home health.



Alternate Payment Models – What’s it all about?

Are you ready for MACRA? Medicare Payment Reform is coming! The Medicare Access and CHIP Reauthorization Act of 2015 established new framework for rewarding better care, not just more care. The payment system is moving away from “Fee for Service” to “Pay for Value”. By the end of 2016, 85% of Fee for Service payments must be tied to value. Value is defined as Better Outcomes, Higher Patient Satisfaction, and Lower Cost.

Alternative Payment Models are taking off! Accountable Care Organizations (ACO’s) are working with Providers to form Networks. Bundled Payment Models offer Financial Risk/Reward for improved episodic outcomes at lower cost and include Physician Groups, Hospitals, SNF’s, and Home Health Agencies. Comprehensive Joint Replacement (CJR) Bundles have been mandated in 67 Markets across the Country and have significant financial risk/reward for the Hospital and its chosen Providers in the Post-Acute market. The CMS expectations of 50% Medicare payments through Alternative Payment Models by 2018 are already being exceeded with current levels over 30%.

Rehab’s role in Post-Acute Care settings is to obtain Better Outcomes with Lower Costs. It’s about how quickly the rehab patient can be safely transitioned to the next level of care, while successfully mitigating the risk of return to acute (RTA). This should involve the utilization of Objective Standardized Tests and Assessments to quantify and report risks and transition readiness. Interdisciplinary Teamwork and Collaboration are critical keys to success. Identification of discharge destination prior to Admission is also a key factor in establishing clinically appropriate plans of care which specifically target objectives for safe transition. Continually monitoring and reporting on progression towards established goals along with any associated risks are also key elements to success.

Keys to avoiding re-hospitalizations include Medication Management, Home Assessments, and Fall Risk identification utilizing Standardized Testing. Patient medication mismanagement can be avoided with proper Therapy/Nursing collaboration including knowledge of Medications and self-administration ability. Lack of accessibility in the home environment often presents functional safety hazards which can be mitigated with Home Assessments involving collaborative efforts to include Family

and Home Health. DME needs should be properly identified and trained, along with ADL focused training specific to discharge location and support. Fall Risk Identification is a critical factor to a safe transition home. CDC reporting costs of falls incurred by CMS in 2015 for fatal and non-fatal falls was estimated to be in excess of \$31 Billion Dollars. CDC recommended use of their STEADI initiative (Stopping Elderly Accidents Deaths & Injuries) for Health Care Providers to address fall risk.

We all have been charged with improving the value of care through improved outcomes and higher satisfaction. To accomplish this, we must work collaboratively to ensure safe and effective transition planning throughout the continuum to include sustained success at the lowest level of care possible.

SRS is a leading nationwide provider of Physical, Occupational and Speech Therapy services, focused on improving safe and functional outcomes within the acute and post-acute care sectors.



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Summerplace Transforms Care, Family Relations, and Surveyor Trust

BACKGROUND

At Prestige Care’s Summerplace Assisted Living and Memory Care Community (Summerplace) in Portland, OR, caring staff are committed to helping residents celebrate the best in life.

CHALLENGE

As a sunset date for Summerplace’s previous nurse call solution approached, urgency was high to find a new system.

SOLUTION

The team saw opportunity with iAlert, now called Inform, and offered by Cornell Communications, as an opportunity to transform care. More than just a resident call system, Inform tracks every step of a call and boosts staff teamwork with text and talk – on mobile devices. Quiet sensor alerts are reducing falls, and staff views of 14 video cameras are a tap away. “We’re taking thousands of calls per month, with an average response of 3 minutes compared to an industry average of 7 minutes,” said Grace Hall, Executive Director.

Surveyors. “Surveyors loved how they could see who took each call, travel time, the time spent with each resident, and how the team worked together to answer calls. We believe Inform contributed to our perfect survey.”

Families. “We’ve completely transformed conversations with families. Families ask if we’re checking Mom or Dad enough, and now we have proof we are and how long we’re spending with them. Inform has helped us successfully justify higher levels of care. Those can be challenging discussions, and now it’s a lot easier. When prospective families want to know our staffing levels, we show them data-driven proof with Inform. It’s a powerful marketing tool.”

Staff. “Before Inform, we relied on manual methods to balance workloads. Now decisions about assignments are based on data. We didn’t lose a single team member even though we completely transformed the way we serve residents. We encourage, not discourage, residents to call us. We want an accurate view of service levels needed, and Inform guides our decisions in real time.”

The top benefits? “A quieter building. Fewer falls. And tracking – we back up what we think is happening with data. We’re an AHCA/NCAL Bronze Quality Award Community, and we’re going for Silver. Inform will be a big part of how we demonstrate quality service.”

RESULTS

- Contributed to a perfect survey
- Helped reduce falls 80%
- Eliminated alarms, creating an enjoyable environment
- Transformed family dynamics with data-driven proof of great service



Source: State of Oregon

“Inform contributed to our perfect survey.”

Grace Hall, Executive Director
Prestige Care Summerplace
Assisted Living Community



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