



Save the Dates

Long Term Care
 Administrators Week
 March 14-18, 2011

45th Annual Convocation
 and Exposition
 April 29 - May 3, 2011
 New Orleans, LA

Summer Leadership
 Conference
 August 1-5, 2011
 Southampton, Bermuda

18th Annual Winter
 Marketplace
 December 9-11, 2011
 Las Vegas, NV

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From the Chair

Dear Colleagues in the Most Honorable Profession,

A Happy and Blessed New Year to you all! I would like to share with you a portion of a reflection I received in a holiday greeting:

"Whether we reside in a rural, an urban, or a suburban setting, the holiday season makes its presence in our community. It happens whether we are ready or not, involved or not. Wherever we find ourselves this holiday season, let us strive to be touched, even changed by the season. First, we need to pause and reflect on the various communities we are a part of-civic, work, religious, school. Then, we need to consider how our presence and participation might make a difference. If we shared our gifts of self, took a genuine interest in others, and were involved in acts of compassion and service, perhaps our communities would be reborn. Also, by example, we might challenge others to participate in the season rather than merely witness it. May we become profound participants rather than seasonal spectators in our communities this year".

I could not help but be reminded of the path our College has taken in the past few years that certainly mirrors the aforementioned reflection. I celebrate the many committed College members who stepped forward to assist our struggling association to help us stand on our feet again. I celebrate the many committed individuals serving our College today as participants, whether staff members, Board members, or committee members. I celebrate the many committed College members who are setting the stage for our future by being active participants in planning, providing input and setting the needs of the College ahead of any personal agendas. I would welcome those of you who, to date, have sat on the sidelines as spectators to take the example of those who have served before us, those who have returned to rejuvenate us and those who serve us now to become a "profound participant".

We need your active involvement to continue the momentum of our new membership strategies, our revised certification processes, our renewed business partnerships, our cutting edge leadership programming and most certainly our new mentoring program. I am excited by the many opportunities presented to us as a volunteer association and am energized by the dedication and generosity of our many Academy members. I would ask you too to catch the spirit and make 2011 the year that you stepped up to be an active part in your professional association.

You can start now by registering for our upcoming Annual Convocation in New Orleans April 29-May 3, 2011. You can start now by beginning or continuing your certification process. You can start now by volunteering to be on one of our many committees or running for office. You can start now by making a pledge or donating to the Academy of Long Term Care Leadership and Development. You can start now by bringing a colleague into membership. You can start now by mentoring our students and future leaders. Don't let the 2011 holiday season again find you sitting on the sidelines as a spectator. We need you!!

Sincerely,

Timothy C. Dressman, CNHA, CALA, FACHCA
 Chair, ACHCA Board of Directors



President's Message

Reflections on our Commitment to Administrator Professionalism



The American College of Health Care Administrators (ACHCA) was founded in 1962 as the American College of Nursing Home Administrators to promote nursing home administrator education and improve the overall caliber of administrators. The approach of ACHCA's 50th anniversary calls for reflections on this commitment to professional excellence since the perspective we adopt about our evolution may influence our future.

As ACHCA came into being, the American Health Care Association (AHCA--formerly known as the American Nursing Home Association [ANHA]) and the American Association of Homes and Services for the Aging (AAHSA--formerly known as the American Association of Homes for the Aging [AAHA] and now known as Leading Age) represented LTC facilities. There was, however, no organization representing individual administrators or focusing on their professional development. It was this void that ACHCA's founders sought to fill, believing that a professional association was essential for administrators themselves.

ACHCA continued to evolve, offering opportunities for professional advancement for leaders in LTC. In 1980, The College launched its nursing home administrator professional certification (CNHA) program and, in 1997, introduced professional certification programs for assisted living (CALA) and subacute care managers/administrators (CAS). As long term care evolved, the CAS certification program became integral to the CNHA program.

Today, the highest level of membership, Fellow (FACHCA), is an esteemed credential earned by administrators who have demonstrated the highest level of professionalism and community involvement.

Most recently, ACHCA expanded its dedication to developing *emerging* leaders. The Professional Advancement Committee is developing a mentoring credential to be awarded to current leaders who work to mentor future leaders.

ACHCA now incorporates the latest information technology to extend its reach throughout the virtual world. The ACHCA web site was launched in 1996, and today, various electronic newsletters, self studies, web based continuing education, Peer2Peer networking, social media forums, on-line applications, and other member benefits are available electronically, 24/7.

ACHCA's leadership educational programs, contrary to the programs of some other associations, are designed by, and for, ACHCA member-leaders in long term care. The Education Committee over-

sees the educational content for three annual conferences, multiple on-line self studies, webinars, webcasts, and a soon to be available, leadership core curriculum being developed in partnership with RediLearning, our affinity education partner.

Finally, with the resurgence of the ACHCA Academy of Long Term Care Leadership and Development in 2007, ACHCA is developing partnerships with research entities and funding organizations to help envision the image of the administrator of the future.

As we approach our golden anniversary, let us reflect on what we have achieved, and peer into the world of tomorrow --- a world we know will move faster, farther, and in directions harder to anticipate than in the world of 1962.

Marianna Kern Grachek, CNHA, CALA, FACHCA
President and CEO

Connect • Learn • Advance • Actualize • Lead

Promoting Excellence in Long Term Care Leadership

Networking
Continuing Education
Professional Certification
Advancement to Fellow
National Recognition & Awards
Leadership Development

ACHCA
American College of Health Care Administrators

www.ACHCA.org

Feature Article

Coaching vs. Counseling *Clint Maun, CSP*



Two often misunderstood words are: coaching and counseling.

There is a time and place when supervisors/managers need to listen to coworkers and have empathy. Providing some kind of assistance for them when they're experiencing personal troubles or other problems affecting their work is crucial. While counseling should be reserved for those who have the appropriate degrees and licenses, it's important for managers and supervisors to show empathy.

When it's time to address job performance however, it's important to be a coach rather than a counselor. What's the difference? Many managers and supervisors think they can deal with poor job performance with questions such as, "Why did you do that?" or "How did that happen?" or "What were you thinking?" Those types of questions cause the worker to come up with excuses for his or her behavior which gets neither of you closer to solving the problem.

Instead, the performance needs to be coached. Management consultant Paul McGoldnick emphasizes that "what's really important when dealing with unacceptable behavior is to go for the act, not the person." (McGoldnick) Coaching means explaining what went wrong, what behavior needs to be eliminated, what action is needed instead, and how to go about solving the particular problem. This strategy brings the conversation into a venue of ownership of the problem.

The most important thing to remember about coaching people's performance is that until the person owns the problem, he or she will not fix the problem. All the reasons, data, justifications, issues, stories and examples will make no difference. It's important for the person to own the problem and to be an integral part of fixing it. But, merely "declaring that someone else owns the problem is not the end of your responsibility." A supervisor should be an effective teacher—i.e., "coach"—to bring a worker to take ownership of his or her problem(s) and improve their performance. (Miller)

Say, for instance, that Claire's frequent absences on Fridays have turned into an ongoing problem. Asking Claire, "Why are you absent on Fridays?" will only elicit some kind of excuse. "Why," by definition, asks for reasons or excuses, and Claire's response will naturally be just that. "My car didn't start.", "I had a personal issue." or "Something else came up." Get rid of the "why" questions. The issue is not "Why didn't you come to work on Friday?" The issue is "Claire, you didn't come to work on Friday. We need you here on Fridays. Is that a problem? Do I have to have repeated conversations with you about your attendance on Fridays?" Claire has a choice. She can say yes or no. If she says, "Yes, that's a problem," then we proceed to fix the problem. If she says, "No, it's not a problem, and don't keep bugging me because I don't want to work on

Fridays," then she doesn't own the problem.

And if Claire doesn't own the problem, she won't fix the problem. So the next question could logically be, "Is it a problem if your frequent absences lead to a written notice in your file?" She again has choices: yes or no. If she says, "Yes, that's a problem, but. . .", she still doesn't own the problem. "Yes, but. . ." still means "no". That's a crucial point to keep in mind when coaching. When someone says, "Yes, I hear what you're saying, "but. . ." or "however. . .," there is still no ownership of the problem. It's not that person's fault. He or she just doesn't own the problem. And the person is not going to fix the problem without first owning it. Consequently, establishing ownership of the problem is critical.

At some point in time, if Claire won't own the problem of her Friday absences, the supervisor or manager will have to own it and say to her, "Well, Claire, I'll take responsibility for this, and if in the next ninety days you fail to make it in again on a Friday when you're scheduled to work, I am going to put a notice in your file. It will affect your performance review. There will be some consequences because somebody has to take ownership of this situation."

Ultimately, the supervisor's job should not be to own the problem, but "to create the conditions in which the problem can be resolved by those who own it." (Miller) The most efficient way of getting Claire to own the problem is by coaching her performance: defining the problem, pinpointing what needs to be eliminated, and making clear what action or behavior is needed instead. If Claire finally takes ownership of the problem, then she can take an active part in coming up with solutions and a method for measuring her success. She becomes a partner in a win-win situation.

Effective coaching does require "patience and a substantial time investment, but it can help modify an employee's behavior." ("Managing Problem Employees") Spending time asking "why" only gets into head games that will cause the worker to come up with excuses: "Everyone else takes off.", "I have other important things to do.", "I didn't know I was supposed to work all the Fridays.", "People told me I could take off." or "I meant to show up for work but. . .". No one wins a head game. It wastes time and fixes nothing. Leave the counseling to the counselors. Instead, coach the worker's performance.

(Continued on page 4)

Odds & Ends

(Feature Article - continued from page 4)

Works Cited

"Managing Problem Employees." BellZinc.ca 2003. Bell Canada. November 2003.

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Clint Maun is nationally recognized for his innovative leadership in healthcare consulting, speaking and research. As co-founder of Maun-Lemke, Clint has over 38 years experience in healthcare management, leadership, quality enhancement and self-development programs. To learn more about Mr. Maun, please visit www.clintmaun.com or www.maunlemke.com.



Book Reviews & Article Submissions

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



Book review forms are available and are quick and easy to complete. If you are interested in becoming a book reviewer,

[click here](#) to download the book review form. If you are interested in having an article published in *Long Term Care Continuum*, [click here](#) to review our editorial guidelines.

All articles are reviewed by our Editorial Review Panel for inclusion in our newsletter. If you are interested in serving on the ACHCA Editorial Review Panel to review substantive articles published in *Continuum*, please contact us at news@achca.org.

Convocation 2011



Plan to join your friends and colleagues at the 45th Annual Convocation and Exposition being held **April 29-May 3** in New Orleans.

Visit www.achca.org to view the [preliminary schedule](#), [register](#) for the conference and [book your hotel room](#). The preliminary conference brochure will be posted to the website soon.

Don't forget to reach out and encourage your vendors to participate at Convocation. We have exhibit, sponsor, Models of Excellence and advertising opportunities available. [Download the Vendor Invitation Kit](#).



Campaign Update

Phase 2 of the Advancing Excellence is still underway and there are currently over 6,700 nursing homes participating. There are almost 1,500 new participants. Four states, (Arkansas, Georgia, South Dakota, and Rhode Island) have 100% nursing home recruitment and many others are very close! It is not too late to participate in the campaign. Simply [CLICK HERE](#) and click on the Re-Enroll Now! button.

ACHCA is a founding member and active partner in the Advancing Excellence in America's Nursing Homes Campaign.

Highlights from Winter Marketplace 2010

The 17th Annual Winter Marketplace was an enormous success. Attendance was at an all time high with 203 individuals present. If you were not able to join ACHCA in Las Vegas, check out some of our conference highlights:

1. ACHCA, in partnership with RediLearning, held its first ever live webcast from Winter Marketplace. MDS 3.0 continues to be in the forefront of news and affects all long term care administrators. Leah Klusch, FACHCA, discussed the implementation of the MDS 3.0 data set from an operational and financial perspective. She also provided some important CMS updates and changes that have been made to the process since October 1, 2010. In addition to the 70 participants in the live audience, approximately 1,100 individuals from around the country were able to benefit from the live webcast. This webcast has been archived and will be available for continuing education credit soon. Check the [ACHCA website](#) for more information.

Michael Hotz, CNHA, FACHCA and New Jersey Chapter President summed up the session by saying *"I had heard about Leah Klusch before and had never attended any of her seminars. I was leery because MDS, while important, can be such a tedious subject. My expectations were very low. I was completely unprepared for the dynamic talk which ensued. Leah brought the issue straight to an administrators level and provided practical tips for doing this right. She provided many "do's and don'ts" and was so engaging, the time passed before I knew it. I was so impressed that I am working with her to bring her to my Chapter for all day session in person. My MDS Coordinator has been very pleased with my new approach and urgency about having the whole team back her up. My facility will benefit greatly from this seminar and my staff will look more efficient in the eyes of my company."*



Michael Hemlepp from RediLearning prepares for the live webcast on MDS 3.0.



Leah Klusch, FACHA presents on the implementation and changes regarding MDS 3.0.

Stay tuned for more live webcasts to come at future ACHCA conferences or visit [RediLearning](#) to learn more about upcoming ACHCA webinars.

2. Exhibitor turnout was at an all time high. Each year, Winter Marketplace has shown an increase in our exhibitors and sponsors. This year, ACHCA had thirteen tabletop exhibitors making this a true marketplace. While some companies were new to exhibiting for ACHCA and others were veteran, all had important resources to share with our attendees.

ACHCA would like to extend a special thank you to the following exhibitors: Accord Management Systems, Arthur J. Gallagher, & Co., eHealth Data Solutions, Galaxo Smith Kline, Gojo Industries, Inc., Harmony Healthcare International, The Joint Commission, National Association of Activity Professionals, Partners Pharmacy, PharMerica, RediLearning, Seniors In Touch, LLC, Therapy Resources Management, LLC. We would also like to extend a thank you to our lanyard sponsor, Direct Supply.

3. Educational sessions were superb and left our attendees feeling invigorated. From marketing your facility to updates on MDS, Winter Marketplace had it all! Irving Stackpole presented interactive sessions which discussed the negative and depressing cultural messages associated with putting a loved one into a "facility" or "home." Mr. Stackpole challenged attendees to eliminate these terms from their long term care



Doug Olson, PhD, FACHCA visits at the PharMerica booth to discuss benefits they can offer to long term care administrators.

Highlights from Winter Marketplace 2010



vocabulary and replace them with “center.” He asked the audience to define the what (product) and then who (customer) that we’re trying to sell. Mr. Stackpole engaged the audience in presenting statistics and trends that will impact long term care in the future.

Clint Maun, our keynote speaker, reminded all attendees that we can all take control of our own motivation and team cooperation is one of the greatest components to success within the field of long term care. All attendees in Mr. Maun’s session received badge reminders that bellyaching, moaning, and groaning about a problem is not productive unless it is brought up with solution options. These are just two of the twenty-five outstanding speakers that presented at the 2010 Winter Marketplace. ACHCA members and conference attendees can access many of our speaker presentations by logging into our [online customer portal](#). If you need assistance logging in for the first time, [CLICK HERE](#).

Keith Knapp PhD, CNHA, FACHCA; Angelo Rotello, Esq, FACHCA; Linn Thome; Robert Siebel, CNHA, FACHCA; and David Kylo presented a Panel discussion addressing how organizations are thriving during these turbulent times in long term care.

If you missed the 17th Annual Winter Marketplace, plan now to attend the 18th Annual Winter Marketplace to be held December 9-11, 2011 in Las Vegas, NV. You will leave refreshed and re-energized with many new ideas.



Gina Zimmeran, the Executive Director of Home Care and Long Term Care Accreditation from the Joint Commission presents the five critical leadership-driven systems that influence the effective performance of an organization during a Models of Excellence session.



Gail Hoffer from Elkridge, MD was the lucky winner of the iPod Touch from the Winter Marketplace prize raffle. This prize was generously donated from the Tennessee Chapter of the ACHCA. All monies raised go to support the Academy of Long Term Care Leadership and Development. (Also pictured are members of the Tennessee Chapter)



Congratulations to Susan Hoffman, CNHA, FACHA of Philadelphia, PA, who was the winner of 50/50 Winter Marketplace raffle. All monies raised go to support the Academy of Long Term Care Leadership and Development.

The photos from Winter Marketplace are available from our online photo gallery. To view or download photos, please [click here](#). Select the 17th Annual Winter Marketplace - December 10-12, 2010 Album.

Grassroots Virtual Chapter Initiative

Recently there has been much discussion about the grassroots virtual chapter initiative. Postings on Peer2Peer and at chapter gatherings indicate a desire from membership for clarification of the virtual chapter issue. Although the virtual chapter initiative is not a staff activity, we have attempted to summarize key questions that have been posed. Note that the ultimate framework for any virtual chapter would have to meet the requirements specified/to be specified in the ACHCA bylaws. This Q&A is intended solely to provoke thought about a virtual chapter and is intended to help frame any future discussion about this subject.

Question:

How did this discussion about the virtual chapter come about?

Answer:

At the September 2010 Board of Directors conference call, the board was presented with a grassroots petition from 20 full members requesting approval for the formation of a virtual chapter. In their review, the board referenced ARTICLE VII CHAPTERS: *The Board of Directors may establish chapters in clearly defined geographical areas on petition of not less than 20 Full members in good standing.* It was interpreted that “geographical areas” included local, university (student), state, multi-state, (not limited to the geographic boundaries of the United States), but it was silent on boundary-less settings such as virtual entities. The board desired more time to discuss this petition and deferred it to the December 8, 2011 Board meeting at Las Vegas. Given the member interest in this petition, the board directed staff to plan for an open member forum to be held at Convocation. Based on the discussion, next steps would be identified.

Question:

What would be the benefit of a virtual chapter over a live chapter?

Answer:

Both state chapters and virtual chapters would be considered “live” chapters as one would not replace the other. They would each serve and be of benefit to their unique members in the same way chapter membership and participation benefits members now. Pending further discussion, the virtual chapter could be an option just as members now have the freedom to select their primary chapter as well as a second or even third chapter as long as they pay chapter dues for each chapter they select. Although not common at present, around 30 of our members belong to multiple chapters, and while most members have decided to use their state of residence, others prefer their work locations, and a few, particularly students or retired members choose to belong where their “heart” lives. Members able to conveniently participate in “on site” education programs and networking will likely continue to do so; but members in remote areas will have the option to network with peers in various electronic and social media.

Question:

How would the virtual chapter be funded? Would the virtual chapter deflect chapter dues from the state chapter?

Answer:

Once any chapter is approved and is viable, it receives chapter dues at \$25.00 per paid full membership per year. Theoretically, any member who selects a second chapter pays an additional \$25.00 *per* additional chapter. National ACHCA forwards chapter dues collected on behalf of chapters to any chapter (s) selected by the member. In addition any chapter can and is encouraged to conduct revenue generating activities to fund its chapter/district endeavors and enhance member value.

Question:

Please clarify virtual chapter from virtual activities.

Answer:

If a virtual entity is made possible by bylaws amendment, that entity would be required to meet all chapter eligibility and reporting requirements including having bylaws, officers, a bank account, annual meeting and completing an annual report. The state chapter would not *become* a virtual chapter but a state chapter could *engage* in virtual activities itself or with other state chapters or the district including electronic and social media. In addition, state, district and virtual entities could participate in, and take advantage of, virtual activities promoted by national ACHCA such as our electronic newsletters and communications, P2P, Facebook, Twitter, self studies and our national webinars and webcasts.

Question:

If the bylaws language is approved for virtual entities to apply for chapter status, which district will they belong to?

Answer:

This may need legal interpretation. However, the national office is domiciled in Alexandria, VA and may have a bearing on virtual entities. The virtual entity would *not* be a function of the national office. The virtual entity would have its own bylaws, officers, annual meeting, treasury, and annual reporting requirements to the national office. A Virtual entity would *not* be synonymous with national so the term “national virtual chapter” would be incorrect.

Question:

Vendors provide some of our chapters with significant financial support. What will the impact of a virtual entity have on state chapter vendor relations?

Answer:

Since the state chapters will likely continue to be the primary choice for most members and will continue their educational and program endeavors, it is not anticipated that there will be any leveling off of

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Grassroots Virtual Chapter Initiative

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vendor support. While vendor relationships are key to chapter viability and member benefit in a few of our state chapters, these relationships are nonexistent in others. Currently, there are twenty-one (21) viable ACHCA chapters, and of these only five (5) have had some level of success at generating non dues revenue to support chapter programs and services that benefit their chapter members. It is anticipated that vendor relationship management will continue to be integral to *any* chapter's viability and will continue to be encouraged.

Question:

If an ACHCA member resides in one of the twenty-nine (29) non viable state chapters, where do their chapter dues go?

Answer:

A nonviable chapter is one that has not met eligibility and reporting requirements as defined in the Bylaws. Currently, nonpayment of chapter dues (from 29 nonviable chapters) are transferred to the Chapter Development Fund which is available to assist the development of those chapters. At this time, it is not known how dues generated from a member residing in a nonviable state chapter would be allocated. It would have to be determined whether the member had the option to direct their chapter dues to 1) the Chapter Development Fund or 2) the virtual chapter. Theoretically, if the state chapter becomes viable, the member could have the option to review and change where chapter dues are applied going forward. If it is decided that the chapter dues from such a member must first support the Chapter Development fund, the member would be asked to pay an additional \$25.00 to belong to the virtual entity.

Question:

Chapter business affiliates in some states pay for their chapter membership and, in great part, support chapter activities. Chapters have to continue to provide vendors enough value so that chapters retain their support. There is a fear that the loss of affiliate member support could impact the ability of these chapters to provide educational programming and other member benefits and/or increase the cost to our members to provide the programming they have come to expect.

Answer:

Vendor relationship management is an ongoing activity at any level whether local, district, virtual, or national. In this challenging economic environment, there is a significant drive for *local* vendors wanting *local* networking to reach *local* customers. The virtual entity would not focus on local affiliate business partners and therefore, not compete for them. Perhaps, with a broader appeal, local vendors could explore the benefits of also becoming a national business affiliate, get greater (not less) exposure, and receive the benefit of the national business affiliate program. It is NOT anticipated

that the virtual entity would negatively detract from local/district vendor support and have any impact on the cost or benefit of ACHCA membership.

Question:

The more financial support an ACHCA chapter receives from non dues activity, the better position the chapter is in to support national activities such as Convocation. Please respond to the concern that the less the state chapter generates from non dues revenue, the less it can provide support to national.

Answer:

A chapter's/district's success at affiliate business relationship management and generating non dues revenue varies, and is unique to that chapter/district and its leadership. Revenue generated from district events also provides benefit back to their local chapters. The strength and viability of national ACHCA is dependent upon the success of all of its chapters and districts, and the participation in national events and programs by membership from all parts of the country is critical for our future as a national professional society.

Question:

Since Convocation expenses are not fully covered by participant registration, national depends on chapter sponsorship and participation. There is concern if the strong state chapters' treasuries are compromised, fewer dollars will be available to share with national.

Answer:

Chapter support of national programs and events is of great value and the more chapters that become successful, the more stable our association. It is not anticipated that virtual entities will compete with strong state chapters, but may help reestablish weaker ones. Virtual entities would be *in addition to*, not a replacement for, state chapters, and if successful, could provide a brand new revenue stream for national from its efforts to engage new members. The ACHCA is also focused on attracting new affinity partners and building non dues revenue sources that will be both beneficial services to member, and support national programming. A successful membership society requires a balance of chapter, district, member, vendor/sponsor and non dues revenue support, and third party grant funding.

Question:

Why would anyone be willing to sit in isolation at a home computer communicating on line or via a webinar rather than active participation in an in person education session or meeting?

Answer:

Choice is nice! For some, it is important to drive to a common location and shake the hands of those who make the chapter event possible, and to engage in interactive in-person networking and vendor

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Grassroots Virtual Chapter Initiative

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product review. For others, this is not possible due to time, distance, corporate mandate, or cost constraints. A virtual interactive environment is becoming a driving force in our society not limited to professional societies. We see the impact of virtual engagement in many virtual enterprises including social, banking and business environments. Some like the choice of getting in their car to drive to the bank and do their banking with a live teller while others, like to do their banking online at their leisure. It is prudent to provide options and choice to engage the consumer/member wherever they are, and to meet and exceed service expectations.

Question:

It is being suggested that the ACHCA Bylaws be amended to show: "The Board of Directors may establish **geographical or virtual** chapters on petition of not less than 20 Full members in good standing. Would this change, "or virtual" if amended, open the door to specialty virtual entities, such as a "hospital based SNF virtual group"?

Answer:

Theoretically, specialty virtual groups can already exist for members to participate in various forms including chat rooms, blogs, listservs such as Peer2Peer, social or common professional online linkages such as Facebook, Twitter, or LinkedIn, as well as forums or discussion groups. These should not be confused with the structure or function of a virtual chapter as they do not have bylaws, officers, member dues, or offer other benefits available to ACHCA members, and in some cases are open to non-members as well. However, if an ACHCA member segment would present with the infrastructure to support the eligibility (and requirements) of a defined chapter, the Board could then be petitioned.

Question:

What resource is available to the development of a chapter? How could we learn about annual meeting requirements, education program planning, fund raising, and elections?

Answer:

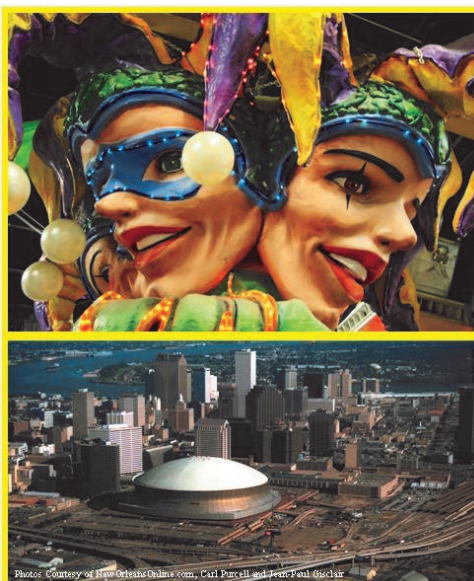
National ACHCA has a [Chapter Leader's Guide](#) that provides any chapter with helpful hints for the management and development of a chapter.

Question:

Is it really critical that we develop another means for professionals to participate and benefit fully in their association? Given the current media options, could national not expand its repertoire of member activities and supports to meet the needs of members with various needs and geographic challenges?

Answer:

This and other questions will best be answered when the member forum discussions and communications take place at Convocation. It is feasible that national ACHCA could take on a greater role in advancing virtual education, and networking using state of the art technology and media solutions (webinars, self study, social media, blogs, discussion groups, member forums, virtual mentoring, etc.). Whether these benefits would meet the needs and expectations of those members interested in establishing virtual entities is not known. Such activities would take planning and time to develop, and also require a combination of human, financial, technological, and volunteer member resources that would need to be identified and made available. Perhaps the exploration of these and other member services and means of virtual communication can be organized and considered under a virtual member task force. The virtual connection possibilities and options are endless.



45th Annual Convocation and Exposition

April 29 - May 3, 2011
New Orleans, LA

Leadership Excellence:
Exceeding Expectations

Register Now!

Registration and program
information available at
www.achca.org

Chapter & Member News

Chapter News

The **Arizona Chapter** will hold its Annual Meeting on **February 11, 2011** from 11:30am - 2:00pm at Friendship Village in Tempe, AZ. Enjoy lunch and "The New Healthcare Reform Bill" presented by Ritch Stevens. Contact skdavis@cox.net with questions.

The **New York Chapter's** 42nd Annual Convention is being held **March 13 – 16, 2011** at the Villa Roma Resort in Callicoon, NY. Five CEUs are offered for individuals licensed in NY. [Click here](#) to access the conference brochure.

The **New Jersey Chapter** will hold their Annual Chapter Meeting **April 13, 2011**. The meeting will include a national update from ACHCA President and CEO Marianna K. Grachek, CNHA, CALA, FACHCA. Please email New Jersey chapter president Michael A. Hotz, CNHA, FACHCA at mhotz@seniorsnorth.com for more information.

See what's happening with the **University of Wisconsin-Eau Claire Student Chapter**. [Click here](#) to visit their website.

The **Chapter Challenge Initiative** is also underway. Under the *Chapter Challenge Initiative*, each Chapter is challenged to do their best to support our excellent educational programming at the 45th Annual Convocation and Expositions by sponsoring a session for \$2,000, in their Chapter's name. For more information, [click here](#).

Member News

Mr. Gregory Nijak, Ohio Chapter Treasurer, has been appointed to the position of Vice President/Operations for Franciscan Living Communities of Sylvania, OH, effective January 31, 2011. This position will provide additional resources and support as Franciscan Living Communities continues its growth and expansion.

ACHCA expresses its deepest sympathy to former chairman of the board, **Sara Sinclair, CNHA** in the death of her husband, Jim. Sympathy is also expressed to **Richard Brown, CNHA, FACHCA** in the death of his mother.

Share Your News

New job? On the move? Chapter Event?
Share news with your peers in both ACHCA
eNews and *LTC Continuum*!
Submit news items to news@achca.org.

Donations

All gifts, memorials, and tributes received by ACHCA are gratefully acknowledged. They honor the individual in a special way and enable ACHCA to fulfill its mission. This issue acknowledges donations received between October 1 and December 31, 2010. Donations received after December 2010 will be acknowledged in a subsequent issue of *Continuum*. [Click here](#) for information about supporting The College.

Richard Brown
Connecticut Chapter
Walter Collins
Keith Knapp
Lloyd Nipple
Sheldon Ornstein



Summer Leadership Conference
August 1-5, 2011
Fairmont Southampton Princess Hotel - Bermuda

Stay Tuned For More Information.

Member Updates

New Certified Administrators (October 1 - December 31, 2010)

Timothy Donnelly, CNHA
Joseph Kennan, CNHA
Susan LaNinfa, CNHA, CALA
Karen McMichael, CNHA

New Fellows (October 1 - December 31, 2010)

Mark Presutti, CNHA, FACHCA
Julia Ridgeway, CNHA, FACHCA

Are You Eligible to Become an ACHCA Fellow?

If you have made significant contributions to long term care and have maintained two continuous years of Full membership, consider becoming an ACHCA Fellow (FACHCA). The designation of FACHCA demonstrates to staff, residents, and the community your commitment to your profession and to them.

It signifies achieving the highest level of ACHCA membership which is a status you may keep for life as long as you maintain your ACHCA membership. For more information including the application, [click here](#) or e-mail education@achca.org.

Just a reminder: In order to maintain your fellow credential (FACHCA) you must maintain current ACHCA membership. Contact Janet Spence with questions at jspence@achca.org or call (202) 470-5672.



Membership Renewal

As a member of ACHCA, you receive **discounts** on your registration for Convocation and other educational offerings.

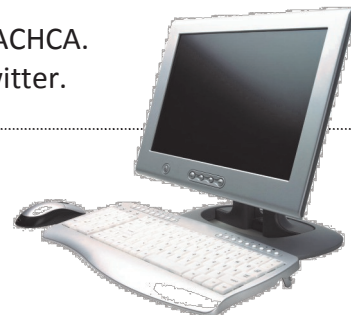
This is just one of many [benefits](#) you receive as a member. [Renew](#) your membership today to continue receiving these benefits. If you have questions about your membership or renewal date, email membership@achca.org

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Update Your Contact Information

Are you receiving eNews and hard copy information from ACHCA? If not, we don't have your current contact information. Send an email to membership@achca.org or call (202) 536-5120 with your current contact information so that we can update our records!

New Members

ACHCA Welcomes the Following New Members (October - December, 2010)

Lori Adams – Weston, MA
Thomas Almerico – Sandy, UT
Mark Anderson – Council Bluffs, IA
Barbara Andrews – Iselin, NJ
Brian Balliet – Whitehall, PA
Jared Bane – Haverhill, MA
Tameka Battle – Elmont, NY
Michael Beck – Laughlin, NV
Cindy Bell – Howard, OH
Cynthia Bonney – Macungie, PA
Raymond Bower – Dover, NH
Sheri Boyles – Ridgeland, SC
Lynn Marie Brink – Throop, PA
Samuel Britwum – West Orange, NJ
Victoria Burlew – Hudsonville, MI
Maureen Carland – Shapleigh, ME
Lawrence Chineme – Millburn, NJ
Victoria Christian-Baggott –
Newtown Square, PA
Kenneth Cliett – Pulaski, GA
Christopher Cockrell – Mobile, AL
Glen Cooper – Albany, NY
Tara D’Andrea – Panton, MA
Benjamin Diggs – Elkins Park, PA
Dustin Dodson – New Castle, CO
Anne Dooley – Binghamton, NY
Deborah Dors – Johnston, RI
Cynthia Dughetti – Southaven, MS
Todd Frasher – Centerville, OH
Andrew Goodsell – Windsor Locks, CT
Joanna Gorenstein – Waterbury, CT
Richard Grosso – Wayne, NJ
John Guilfoyle – Shiloh, OH
Rachael Haas – S. Euclid, OH
Andreas Halidis – Stafford Springs, CT
Shirlyn Harrington – Hastings, FL
David Henry – Fruitport, MI
Travis Hillis – Tullahoma, TN
Deedra Hoffart – Minot, ND
Donna Holman – Monticello, GA
Mary Hoskins – Detroit, MI
Kyle Hreben – South Lebanon, OH
Eric Hutchins – Sandusky, OH

John Jackovic – West Point, MS
Dorothy Joyce – Oklahoma City, OK
Mike Kerbs – Emporia, KS
David Kirkland – Clayton, MO
Edward Kuligowski – Holly, MI
Copri LaCoursiere – Yakima, WA
Margaret Langdon-Beckom –
Pittsburgh, PA
Belinda Leung – Oakland, CA
Charles Lewing – Houston, TX
Jennifer Kate Lindabury – Oxford, OH
Dennis Lofe – Darlington, SC
Donald Lynch – Monroe, NJ
Vincent Maniscalco – New York, NY
Kendl Mankin – Barnesville, OH
Linda Mayhugh – Middletown, RI
Mary McCrain – New Milford, CT
LaToya McCrea – Hamden, CT
Dakia McMillian – Moorestown, NJ
Louise Merrick – Kapolei, HI
Julie Miller – Paramount, CA
Tara Mockbee – Goodyear, AZ
Donald Morris – Bloomfield, CT
John Muller – Loveland, OH
Susan Nappen – Maple Shade, NJ
Patrick Neagle – Manchester, CT
Tim Neal – Modesto, CA
Nicole Neal-Nyan – West Greenwich, RI
Alan Nitsch – Kalamazoo, MI
Curtis O’Neal – Sidney, OH
Karen Painter – Alton, NH
Dean Palombaro – Cleveland, OH
Jeremy Pantovich – Las Vegas, NV
Lisa Powers – Cincinnati, OH
Michael Quinn – St. Peters, MO
Nia Randall – Winnetka, CA
Kathleen Roop – Rensselaer, NY
Angela Rose-Ganoe – Aurora, OH
Katherine Schmidt – Massillon, OH
Elena Siegel – Sacramento, CA
Ryan Simmons – Columbia, SC
Bradley Smith – St. Petersburg, FL
Heather Stratton – Longmont, CO

Wallace Stutts – Athen, TN
Seth Teague – St. Peterbug, FL
Edward Telle – Logan, OH
Megan Tengerstrom – Orland Park, IL
Carol Timberlake – Strong, ME
Ranelle Tweedy – Clovis, NM
Darren Vandeman – Kingman, AZ
Vathsala Venugopalan – Vestal, NY
Helen Verceles – Oswego, NY
James Warner – Boydton, VA
Cheryl Wartenberg – Phoenix, AZ
Derek Wenzel – Rocky Hill, CT
Cynthia White – Brick, NJ
Doug Williams – Canton, MI
Robbie Williams – Las Vegas, NV

Affinity Partners and Business Affiliate Members

Affinity Partners

We proudly recognize our Affinity Partners--organizations that provide products and services to administrators from across the continuum of long-term care and aging services administration. Affinity Partners represent organizations that subscribe to ACHCA's high standards of excellence, and that agree to provide extraordinary value and service to ACHCA members.

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

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Business Affiliate Members

As the premier association for long term care administrator professionals, ACHCA offers businesses and organizations unique access to the long term care community. As an ACHCA **Business Affiliate Member**, companies have the opportunity to interact with long term care leaders and stay on top of industry issues.

For more details on the benefits of a Business Affiliate Membership, [click here](#).

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