

Save the Date

Summer Leadership Conference
July 27-31, 2009
Southampton, Bermuda

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

**44th Annual Convocation
& Exposition**
May 14-18, 2010

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From the Chair

On behalf of the Board of Directors, I would like to thank all who attended the ACHCA 2009 Annual Convocation & Exposition in Providence, RI last month. The talents of our member volunteers shown brightly. Our most sincere gratitude to all who worked hard to plan and promote the Convocation—and to those who assisted us onsite. Without these volunteers, the conference would not have been the rousing success that it was.

As our fiscal year draws to a close, it's a fitting time to reflect on The College's challenges and successes. Recently, I came across a 22-year-old president's report by Mark Finkelstein, reviewing his term at ACHCA's helm. In 1986-87, we faced a challenging economy, spending cuts, tight reimbursements, and ever-changing demands on the LTC administrator. While the details may have changed, the themes are much the same today. What is clear is that our chosen field isn't easy and is **never** dull!

It is in this environment that The College and its members continue to make their mark. College members are leaders who together navigate the challenges, opportunities, and rewards of our profession—sharing best practices, new ideas, innovation, inspiration, mentoring, and fellowship—to promote excellence in long term care leadership.

Our 2009 fiscal year will be remembered for many successes. Both Winter Marketplace in December and last month's Convocation were extraordinary and extremely well attended. Reviews were off the charts. Thanks to the Board and other members contributing their time (and equipment!), we reduced conference expenses considerably. The College also made strides in "going green," adopting new online systems and reducing overhead expenses. FY09 saw the revitalization of several state chapters and our Academy announced exciting new initiatives.

This momentum will continue in Fiscal Year 2010. New members join the ranks every day. Chapters and regions are growing stronger. Interest in professional certification is on the rise. Our members and staff will continue to represent you at key stakeholder tables, serving as the voice of the long term care leader.

On behalf of The College Board of Directors, leadership, and staff, I thank you for your membership in ACHCA and invite you to contact me at GOVREGION1@aol.com with your questions, comments, and ideas.



Stephen L. Esdale, CNHA, FACHCA
Chairman, ACHCA Board of Directors

Privacy Statement: ACHCA protects the privacy of each member, program participant, and donor we are honored to serve. To review our privacy policy, please contact us at news@achca.org.

From the President



First, let me extend a big “thank you” to all who attended the 43rd Annual Convocation and Exposition in Providence, Rhode Island in May. As those who were present can attest, it was evident that we exceeded all expectations for quality education, as well as opportunities for networking and recreation. Those who missed this year’s conference can share in some of the excitement by viewing Convocation photos on our [website](#).

On behalf of Chairman of the Board, Steve Esdale, and the Board of Directors, we extend our appreciation to each committee chair and all committee members who generously gave of their time and made important contributions towards supporting The College’s mission. Several College committees are in need of volunteers. A list of committees and their chairs can be found by clicking [here](#). Please contact the chair directly if you are interested in serving on a national committee. Serving with a network of your colleagues across the country is personally rewarding and gives you the opportunity to influence our future.

The College has made great strides in achieving the goals set forth in our Fiscal Year 2009 strategic plan. Some highlights include:

- Repositioned ACHCA for financial stability going forward
- Provided quality programs and services
- Enhanced member satisfaction
- Promoted our external positioning and enhanced our brand recognition

To see a copy of The College’s 2009 strategic plan, click [here](#).

I urge you to make plans to attend the Summer Leadership Conference in Bermuda, scheduled July 27 - 31, 2009. Visit our [website](#) for more information or see the last page of this newsletter. Also, mark your calendar for our 16th Annual Winter Marketplace scheduled December 3-6, 2009 in Las Vegas, Nevada.

The College is devoted to meeting the needs of our individual members and promoting leadership excellence across the continuum of care. I welcome your ideas, comments, and suggestions. I can be reached at mgrachek@achca.org.

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

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

The reception preceding the annual awards banquet held at Convocation was enjoyed by many. Everyone was at their finest!



CERTIFICATION: THE COMMITMENT TO PROFESSIONAL EXCELLENCE

What is Certification?

Professional certification is the formal process by which a certifying agency, such as the American College of Health Care Administrators (ACHCA), validates an administrative leader's knowledge, skills, and abilities in a specialty area of practice such as nursing home (CNHA) or assisted living (CALA) administration. Both of ACHCA's certification exams include two levels of testing: generalist LTC and specialty practice exams. Both the CNHA and CALA have unique eligibility requirements. To review the requirements, click [here](#) or visit www.achca.org and click on Certification to access the handbook).

Certification is recognized by 22 state licensure boards for licensure endorsement fast tracking.

Why become professionally certified?

To provide the best care possible to older adult and other compromised individuals, leaders within LTC settings should be educated and professionally certified in their area (s) of practice. However, fewer than one percent of U.S. LTC administrators are certified in either nursing home or assisted living administration (ACHCA, 2008). Becoming certified is an excellent way to distinguish yourself in your chosen profession.

The Value of Professional Certification

The Value of Certification to Administrators

Professional certification validates specialized knowledge, indicates professional growth, and enhances professional credibility. It also provides the intrinsic rewards of personal satisfaction and accomplishment. Certified administrators have reported in the ACHCA member satisfaction survey an increased access to job-related authority and better professional opportunities in their workplace. Furthermore, the recognition of administrators' knowledge and expertise is associated with feelings of empowerment.

Finally, in some LTC settings, professional certification may result in higher salaries and benefits.

The Value of Certification to Administrative Leaders

Corporate encouragement of professional certification demonstrates support for advancement and professional growth. Promotion of certification can be accomplished by reimbursing the exam and continuing education fees, as well as listing certification credentials on a facility name badge or business card. This support for education and professional certification are positively associated with retention and reduced turnover rates. In addition, LTC corporations that encourage professional certification have described this as an effective tool for administrative recruitment.

Marianna Grachek, President and CEO of the American College of Health Care Administrators, states, *"Professional Certification provides administrators with a strong foundation to practice administration in LTC. This knowledge base allows administrators to provide valuable, comprehensive input into every aspect of organizational management. Professionally certified administrators are a valuable resource to everyone on the LTC team."*

Progressive corporate leaders and facility owners embrace the value of professional certification. When hiring new administrators, leaders should express a preference for applicants who are already professionally certified. By undertaking the certification process, these administrators show a commitment to excellence in their profession and to providing a higher quality of care to the populations they serve.

Achieving national certification can be the external benchmark of an organization's effectiveness in implementing culture transformation and to meeting accreditation requirements of the Joint Commission.

The Value of Certification to Recipients of Care

Residents/patients and their families expect knowledgeable organizational leadership. Professional Certification verifies to the public that administrators are highly skilled and possess the knowledge needed to strive toward excellence in organizational leadership. When compared to non-certified administrators, ACHCA certified administrators oversee facilities with:

- **Higher Quality of Care**
- **Fewer Deficiencies**
- **Higher Medicare & Private Pay Mix**
- **Residents with Greater Functional Dependency**

Professional Certification: Support of Mission and Vision

The professional certification process prepares administrators to apply strategies congruent with an organization's mission, vision, and values. This leads to excellence in care and service, which, in turn, meets the organizational goal of promoting a positive work experience.

"LTC corporations and owners must be dedicated to holding their administrators in the highest regard, while fostering individual development in a professional practice environment. One of the strategies used to encourage individual development is supporting administrators who wish to become professionally certified. Corporate leadership must believe that certification for administrators enhances their practice with up-to-date knowledge and skills learned through the certification journey. When administrators become certified, it is important to recognize and celebrate their accomplishments while acknowledging their commitment to administrative excellence."

Corporate leadership and owners must be committed to providing quality, relationship-centered care through shared decision-making and evidence-based practice. Leadership, expertise, pride, respect, and compassion are principles that combine to ensure our residents/patients experience quality of care and quality of life."

- Steve Esdale, CNHA, FACHCA- ACHCA Board Chair

Affinity Program News

***Long-Term Living* magazine, an ACHCA affinity partner, can provide you with 2 CEUs/CNEs per issue**

Earning CEUs/CNEs has never been easier! *Long-Term Living* (LTL) magazine offers the opportunity to earn credits at your convenience. Just pick up a recent issue of LTL magazine or visit www.ltlmagazine.com. Locate the ACHCA Continuing Education Test in that edition for information on obtaining 2 self-study CEUs/CNEs per issue.

It's simple!

- Answer the pre-test questions
- Read the articles in that issue of *LTL* magazine
- Complete the post-test
- Mail or fax your contact/license information and post-test to ACHCA
- Include your registration fee (\$25 for members and \$35 for non-members).

If your score is 70% or above, ACHCA will send you a letter confirming your completion of the self study. If your score is less than 70%, you may retake the test.

Tests must be received within 12 months of their publication date to be processed for CEU/CNE. Some states do not accept self-study programs for credit, so please check your state's continuing education restrictions.

Making Strategy Stick



Making Strategy Stick by Joanne L. Smikle
www.smiklespeaks.com

An enterprise cannot flourish without a clear, compelling strategy. It is strategy that drives resource allocations, market penetration, and any number of other activities that define success for a long term care company. One might ask, if strategy is so important, why is it not consistently reflected in operations? The answer is simple! Without the awareness to provide purposeful, consistent leadership, strategy simply will not be effective. These three simple techniques will aid your enterprise in making strategy stick.

#1. Make it relevant

Strategies need to be current. If your strategy is based on the long term care organization of the 1990s, it is time to make some changes! Invest the time and energy, analyzing your strategic plan and the affected activities. If, upon reviewing your plan, it is realized that the overall goals are outdated, it is time to begin the strategic planning process in earnest. Work to devise a relevant, succinct plan that will enable your company to reach its peak potential.

#2. Build accountability at all levels

All staff members, including senior leadership, must be held accountable for managing resources in a manner that is consistent with the organization's strategic intent. Formal evaluations and performance management processes should be well-aligned with your strategy. Key components of performance should be measured by how they relate to your mission, vision, and values. All of these components are directly linked to strategy. Rewards and sanctions used within your enterprise should also reinforce the tenets of your strategy.

#3. Talk about it—to anyone and everyone

If your strategic plan is only conveyed in the annual report, it is not true strategy. Senior leaders are responsible and should be held accountable for talking about strategy and its relationship to every aspect of operations. The strategic plan should be understood and be significant to all members of the enterprise. In order to accomplish this goal, strategy should be linked to each individual's job. This means helping a DON understand how handling every aspect of care will impact revenue, reputation, and the overall success of the organization. In order for this to be effective, leaders need to discover ways to integrate a discussion of strategy into every meeting.

Strategy can stick and it can have meaning. However, it is up to senior leaders to make sure this happens. Hopefully, these simple tips will help you integrate strategy into every aspect of your company's processes.



The 2009 ACHCA Fun-Raiser, held at Union Station Brewery in Providence last month, was a HUGE success. Nearly \$10,000 was raised for ACHCA's Academy of Long Term Care Leadership and Development.

Congratulations to our 2009 National Award Winners

All of these individuals were recognized during the ACHCA Annual Awards Banquet, held May 18th at the 43rd Annual Convocation and Exposition in Providence, Rhode Island.

Individual Awards

- Distinguished Administrator: Richard E. Gamache, CNHA, FACHCA
- Abbott Nutrition Distinguished Service to ACHCA: Roberto Muniz, FACHCA
- New Administrator: Matthew Mauthe, LNHA
- Education: Michael A. Hotz, FACHCA
- Journalism: Barbara Acello, RN
- Public Service: Randy L. Lindner, MHSA, CAE
- Outstanding Member: Kenneth R. Reynolds, CNHA, FACHCA
- Chair's Award: Brian Pontolilo



Facility Leadership Awards

- Robert C. Breeden, NHA - Heritage Center
- Jeanine M. Brooks - Winthrop Manor
- William E. Carroll, FACHCA - Heritage Park Health Care Center
- Jeffrey M. Dunn - Gilmer County Nursing Home
- Shelley S. King, NHA - Winchester Nursing Center
- Robert G. Noonan, CNHA - Oaks Long Term Care Facility
- Desiree Sebastian-Santiago, NHA - Ponce Plaza Rehab & Nursing
- Roxie A. Severance, NHA - Morrison Nursing Home
- Helen B. Sims - Superior Care Home Inc
- Jeffrey R. Stidam, NHA - Sayre Christian Village Nursing Home



Board Chair Steve Esdale (left) and Awards Committee Chair Charlie Shelton (right) present the ACHCA Education Award to Michael Hotz from NJ.

Chapter Excellence Awards

- Connecticut Chapter: Nursing Assistant Hall of Fame Program
- Maine Chapter: Chapter Revitalization Project
- Massachusetts Chapter: Business Affiliate Program
- Michigan Chapter: New Administrator Leadership Experience
- New Jersey Chapter: Jersey Soars Project
- Ohio Chapter: Student Membership Development Program

Scholarships

- Richard L. Thorpe Fellowship: Katherine Ann Pritchett
- W. Phillip McConnell Student Scholarships: Susan Botdorf ; Tara L. Carr



Book Review



A Review of *Good to Great and the Social Sectors*
By Keith Knapp, PhD, CNHA, FACHCA

Book Title: Good to Great and the Social Sectors

Author: Jim Collins

Publisher: Jim Collins (ISBN-13: 978-0-9773264-0-2)

Date Published: 2005

Category: Leadership/Administration

Rating: I couldn't put it down

Review:

If you valued reading Jim Collins' best-selling business book, *Good to Great: Why Some Companies Make the Leap and Others Don't*, then you are likely to benefit from reading his insights into how the principles of success in business apply to not-for-profit and human service organizations.

Collins has become widely known and respected as a student and teacher of enduring, top-tier companies. In his writings, he focuses on how they grow, how they attain superior performance, and how companies can become great companies. After becoming aware that about a third of his readers were what he calls "social sector leaders," he began concentrating his research on questions that emerge when applying proven business principles of great companies in this environment.

A central tenet of this monograph is that we must reject the well-intentioned but ill-advised idea that the primary path to greatness in the social sectors is to become more like a business. "Most businesses—like most of anything else in life—fall somewhere between mediocre and good. Few are great. When you compare great companies with good ones, many widely practiced business norms turn out to correlate with mediocrity, not greatness. So then, why would we want to import the practices of mediocrity into the social sectors?"

Collins holds that the critical distinction to make is not between business and social, but between good and great. It is important to resist the temptation of

simply imposing the "language of business" on the social sectors, and instead jointly embrace a new "language of greatness." He does a marvelous job of addressing the very different challenges faced by leaders of social sector organizations. Many widely-accepted business metrics do not offer meaningful measures of how effectively a not-for-profit agency is fulfilling its mission. Social sector leaders often work within a more complex power structure than their business sector counterparts. Often, their stakeholders are looking for different outputs from the organization.

Several examples are given of social sector organizations that tackled these key differences. These organizations creatively developed *new* measures of success and then communicated all expectations and progress to key stakeholders. This is not another book about the introduction to management philosophy paradigms, and it isn't filled with lofty, academic research results. This information can be used almost instantly to improve your long term care organization's internal alignment, overall performance, and fulfillment of mission. In short, this book will help you to LEAD!

Interested in reading this book? ACHCA, in collaboration with the American Health Care Association (AHCA), has developed a self study for NAB approved credit. To learn more or to order this book and self study, visit the [AHCA](http://www.achca.org) website.

Employment Opportunity at ACHCA

The College is seeking candidates for the parttime, work-from-home position of Program Coordinator. This individual will be responsible for activities including customer service, data entry, direct mail, and report generation. Successful candidate will possess excellent organizational, verbal/written communication, and customer service skills. Proficiency in MS Office and CRM experience are required. Please refer interested parties to www.achca.org for a complete job description and application instructions.

DISCLAIMER: ACHCA Long Term Care Continuum is published 4 times per year for members of the American College of Health Care Administrators. The information contained in the newsletter is complete and accurate to the best knowledge of each contributor. ACHCA, however, assumes no responsibility. Readers are advised to confirm all information through alternative sources.

Member Update



New Members

(April & May 2009)

Dorcas Acheampong - Frederick, MD
Aimee Allen - Plainfield, NJ
Thomas Ballard - Phoenix, AZ
Robin Baschnagel - Houston, TX
Stephanie Bonanzino - Des Moines, WA
Jeanine Brooks - Rome, GA
Sherry Browne - Wyandanch, NY
Lisa Burk - Gray, GA
Donald Capoldo - Bath, ME
Pamela Clayton - Dalton, GA
Hollie Coates-Hensley - Johnson City, TN
Amanda Cochran - Morristown, TN
Kathleen Connolly - Peoria, AZ
Michael Dalton - Gilbert, AZ
Jason Dimatteo - Natick, MA
Mardie Dixon - Madison, MS
Paula Drelick - Methuen, MA
Kenneth Eisele - Tullahoma, TN
Marie Fisher - Augusta, ME
Michael Gagnon - Dartmouth, MA
Erik Garcia - Waco, TX
Dawn Giakas - South Plainfield, NJ
Edward Hackman - Lincoln, NE
Dorothy Hall - Brooklyn, NY
Kara Hanzie - Akron, OH
Sarah Harness - Chandler, AZ
Jennifer Henderson - Blaine, TN
Tegjula Hilburn - Arlington, TX
Robert Hubbartt - Wartburg, TN
Cristina Hucalla - Lincoln Park, NJ
Matt Hughes - Denver, CO
Joy Innocent - India
Marcia Jackson - Machias, ME
Holly Jarek - Brighton, MA
David Jasinski - Greenville, RI
Pamela Johnson - Evansville, IN
Patricia King - South Windsor, CT
Simone Lagarde - Bowling Green, OH
Esmarelda Lee - Cleveland, TN
Rick Marshall - Louisville, KY
Gregg Martin - Ringgold, GA
Michael McDonough - Randolph, NJ
Nancy McLean - Charlotte, NC
Joni Micklewright - Pittsburgh, PA
Ida Nagy - Mount Laurel, NJ
Wendy Nerad - Felton, DE
Todd Norhton - Chattanooga, TN
Hollie Noth - Lawrenceville, GA
Mario Paul - Lexington, KY
Michael Perry - Fort Worth, TX
Patricia Phillips - Scottsdale, AZ
Don Pierce - Goodyear, AZ
Luanne Porter - Hopkinsville, KY
Rebecca Randall - Cadillac, MI
Robert Rego - North Dartmouth, MA
Tiffany Ross - Sicklerville, NJ
Christopher Rotio - Garfield, NJ

Colleen Rundell - Bennington, VT
Dennis Sanvig - Charles City, IA
Judy Scott - TN
Lorri Senk - Brentwood, NY
Justin Snow - Middletown, OH
Jeffrey Stidam - Lexington, KY
Diana Thiemann - Elk Creek, NE
Julie Thompson - Mesa, AZ
Karla Todd - Brookline, MA
Susan Vanica - Billings, MT
Teresa Voci - Randolph, VT
Sheila Weeks - Tucson, AZ
Derrick Wheeler - Cartersville, GA

New Fellows

(July 1, 2008 - June 10, 2009)

Eve Cullinan, FACHCA
Phillip Dubois, FACHCA
Lisa Holloway, FACHCA
Bina Hribik-Portello, CNHA, FACHCA
Leah Klusch, FACHCA
Doyle Ray Love, CNHA, FACHCA
Susan F. McConn, CNHA, FACHCA
Kevin F. McElroy, CNHA, FACHCA
Douglas Olson, FACHCA
Edward M. Penz, FACHCA
Loren Salvietti, FACHCA
Joan M. Woods, FACHCA

Newly Certified

(July 1, 2008 - June 10, 2009)

Eddy Boyles, CNHA
Kelly A. Brady, CNHA
Peter L. Callagy, CNHA
Sean M. Carney, CNHA
Clarissa B. Dewese, CNHA
Jennifer M. Fuller, CNHA
Stephen C. Garde, CNHA
Kathleen S. Gerdes, CALA
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Rodger G. Groves, CNHA
Eric Hadley, CNHA, CALA
Jon Hennemyre, CNHA
David D. Jarvis, CNHA
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Steven Kolnacki, CNHA
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Dennis P. Lopata, CNHA
David Morrall, CNHA
Mark Presutti, CNHA
Lauren D. Reinertsen, CNHA
Jerry Rogers, CNHA
Frances P. Scogna, CNHA
Douglas Stack, CNHA
Hanh M. Ta, CNHA
Julie D. Thompson, CNHA
Pamela J. Tyler, CNHA
Stephen J. Wolf, CNHA

Deceased Members

Louis Johnson - MI
Robert Keon - NY
Hilda Jane Miller - MA

Members in the News

...literally! Hats off to these members for continuing the long tradition of ACHCA members contributing their expertise via the national media.

Susan Gilster, PhD, FACHCA and **Jennifer Dalessandro**, BS, LNHA (Cincinnati, OH) are the featured experts of *Long-Term Living* magazine's popular online column, [Ask the Staffing Experts](#).

Dan Farley, PhD, CNHA, FACHCA (Princeton, WV) wrote an outstanding piece for *LTL* magazine on Ethics and Practice, which features the ACHCA Code of Ethics. To read this compelling article, [click here](#).

Brian Garavaglia, PhD, LNHA (Sterling Heights, MI) contributes the blog, Gerotalk, for *Advance* magazine's robust website. [Check it out!](#)

Time to Renew?

For the majority of ACHCA members who joined prior to July 2008, **July 1 is your annual renewal date**. Members for whom National has a valid email address should have received a renewal notice in their inbox last week. If you have not yet renewed your membership, please do so soon! Our new online renewal system makes it easier than ever before. [Click here](#) to renew online.

This issue of
*ACHCA Long Term Care
Continuum*
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Functional Pathways
www.functionalpathways.com

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 January 1 and December 31, 2008. Donations received after December, 2008 will be acknowledged in the next issue of *ACHCA Long Term Care Continuum*.

-Susan E. Anagnostou, ACHCA Secretary and Treasurer

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A special thanks to each member of our national Board of Directors, who donate their time and financial resources to serve their esteemed professional society. Their dedication and commitment to ACHCA is sincerely appreciated!

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 - Proven Financial Success
 - Optimal Patient Care
 - Electronic Software
 - Census Building
 - Marketing Assistance



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888-531-2204 or
mhankinson@fprehab.com
www.functionalpathways.com

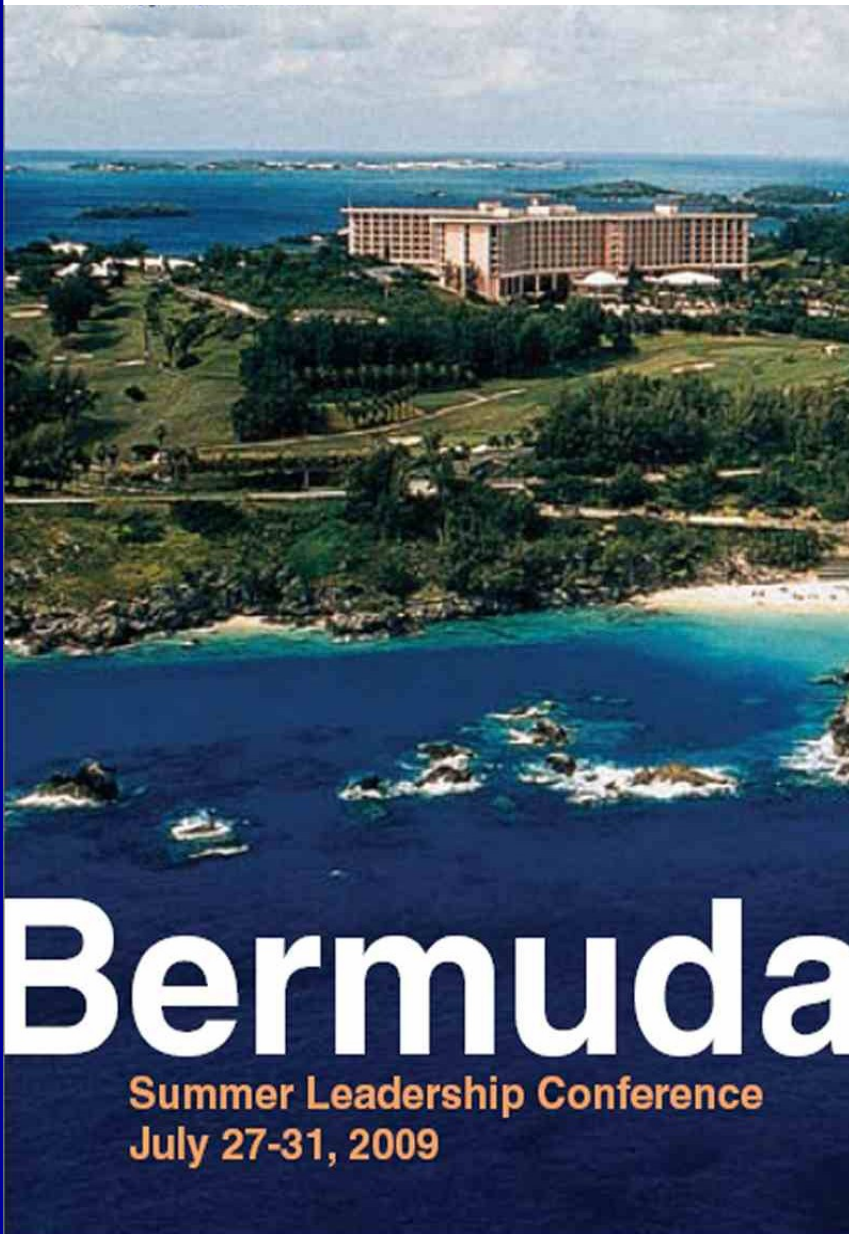
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Functional Pathways*

Summer Leadership Conference in Bermuda



If you have not yet experienced our “edu-vacation” in scenic Bermuda (and certainly if you **have**), make plans now to attend this year’s event! The College’s 2009 Summer Leadership Conference will be held July 27-29 at the beautiful Fairmont Southampton Princess hotel.

Each year, the Summer Leadership Conference offers long term care leaders a unique opportunity to learn from a top expert in the field and earn up to 15 NAB-approved CEUs—in one of the most breathtaking vacation destinations on Earth. Gain new self-awareness and hone your leadership skills each morning. Enjoy all that Bermuda has to offer each afternoon and evening. In addition, ACHCA President & CEO will be in attendance this year. Learn what’s new on the National front and what’s on the horizon for The College.



The presenter

This year’s conference, themed *The High-Performing Healthcare Leader: Critical Factors for Success*, will be facilitated by Daniel J. Messina, PhD, LNHA, FACHE. The Senior Vice President and COO of Centra-State Healthcare System in New Jersey, Dr. Messina’s successful career in health care spans more than 29 years. He oversees a community teaching hospital, nursing home, assisted living facility, and a life care community. Board certified in Health Care Management, Dr. Messina is a member of *Healthcare Executive* magazine’s editorial board and serves as Adjunct Professor in Healthcare Administration at Seton Hall University, Fairleigh Dickinson University, Monmouth University, and Stevens Institute of Technology.

The venue

Each of the Southampton Princess’s gracious and airy guest rooms capture the spirit of the sea and the sky. Spacious, light and fresh, all offer spectacular balcony views of the ocean or bay. One of the world’s incomparable luxury resorts, the Southampton Princess offers you endless possibilities for recreation, including tennis, water sports, a beach club, a health club, spa services and much more. You’ll enjoy all of these amenities—at our extremely affordable group rates. Make your reservations quickly, to secure the discount!

The Bottom Line

The ACHCA Summer Leadership Conference offers it all—insightful and useful education, fellowship, a beautiful setting, and endless opportunities for recreation. Conference and hotel rates are extremely reasonable, too!

Join Us!

[Click here](#) to learn more, register for the conference, and make hotel reservations.

Here’s hoping to see you in Bermuda!