



August 2012

Volume 10, Issue 2

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Southampton, Bermuda

From the Chair

Dear ACHCA Members:

First, I would like to share how grateful and excited I am to have been elected as your Chair. Being installed as part of our 50th anniversary celebration made this honor very special. Thanks so much to Dan Suer and the Convocation committee for a wonderful 46th Annual Convocation and Exposition.

Let me begin by introducing myself. Since 1981, I have been a licensed nursing home administrator. I have worked at an independent, for-profit chain, and for the past 23 years, at a nonprofit organization that operates both skilled nursing facilities (SNF) and assisted living centers (AL). As part of my current role, I have facilitated the opening of their first assisted living center. These roles and experiences have helped me to learn the challenges of this profession and that flexible, ethical and financially prudent leaders are required. I am so honored to work with the professionals serving on the 2012-2013 ACHCA Board of Directors.



During my time as Chair, I hope to help make changes that will have a positive impact for our members and those they serve. These changes will result from how the organization works within itself, how it reaches others and how it maximizes opportunities for continued growth.

With the addition of electronic voting, I hope and expect to see better participation in the future decision making of our organization. Debate can easily be done through webinars and discussion forums. Such vital discussions will assist members in making informed decisions.

Our ACHCA committees are the backbone for our organization. Therefore, these committees are ideally comprised of a diverse group of individuals from across the nation. Once our committees and task forces have thoughtfully put forth recommendations, it is our responsibility, as the board of directors, to trust their work when considering the recommendations they present to us.

The Academy of Long Term Care Leadership and Development continues their work to advance the mission of developing leadership excellence. The launch of ACHCA's national mentoring program has gotten off to a great start. I want to extend a special thank you to Larry Slatky, Dr. Doug Olson and all the members of the Academy for their dedicated work to launch this program. Thanks also to each one who has volunteered to serve as mentors and those of you who requested to be mentored. The ACHCA Academy continues to need the financial support of all our members. Please do not forget the Academy when renewing your ACHCA membership.

To best serve our patients and their families, we must constantly adapt to new situations and technologies. In today's environment, it is my feeling that administrators

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From the Chair (continued)

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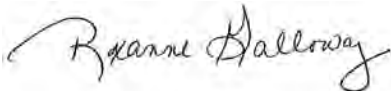
cannot function effectively without basic computer knowledge. As your professional membership association, educational opportunities should be offered to enhance your understanding of the rapidly changing technological world. Please communicate these types of educational needs to the ACHCA education committee.

SNFs are now competing with many alternative living choices. Our organization needs to embrace this change by reaching out and building better relationships with Assisted Living centers. As we embark on meeting the needs of all administrators within the field of Long Term Care, a great place to begin is working with the National Association of Long Term Care Administrator Boards (NAB) to develop national standards for AL administrators.

As we look towards the future of ACHCA, we need to focus on attracting new members, including newly licensed administrators. In order to accomplish this goal, we have to consider doing things a little differently. I feel that it is imperative that we focus on recruitment while mentoring these newly licensed administrators so they are prepared to be our future leaders. As of date, the average age of ACHCA members is over 50 so join me as we consider what we can change to make ACHCA more enticing to the younger administrator.

Finally, I am committed to the financial stability of the ACHCA. The Board of Directors, along with the finance committee, continue to be good financial stewards. However, assessment is ongoing to ensure we are meeting our members' needs.

As the Chair, I promise to act on behalf of the greater good of ACHCA. My single agenda item is to ensure the continued success of this organization and the professional development of our members.



Roxanne L. Galloway, CNHA, CALA, CAS, FACHCA
Chair, ACHCA Board of Directors



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From the President's Desk



Advocating for the Long Term Care Administrator Profession

One of ACHCA's challenges is to promote the profession of long term care administration in order to: 1) enhance public perception, 2) advance the dignity and prestige of what we do, 3) raise the leadership bar for administrator practice and 4) enhance the portability of the administrator license across state boundaries. This past June, as a component of the [National Emerging Leadership Summit](#) (NELS) in Washington, DC, several leaders in LTC (including Dr. Alice Bonner, Dr. Robert Burke, Dr. Nicholas Castle, Steve Chies, Marianna Grachek, Wendy Green, Robyn Grant, Dr. Mary Jane Koren, Randy Lindner, and Dr. Doug Olson), had the opportunity to meet with the Senate Committee on Aging, in our nation's Capital, on a panel entitled: *Advancing Practices for Raising the Bar for Senior Care Leaders*. This panel was well received by the Senate Committee and resulted in a *Legislative Brief* which will be released soon. Watch your eNews for the publication announcement. Subsequently we received an invitation to meet with CMS representatives on August 6, 2012.



Marinna Grachek (center) recently sat on a panel that met with the Senate Committee on Aging.

Our message to CMS focused on raising the bar for the LTC administrator including standardizing the 2000 hour AIT experience, requiring a Bachelor's degree as minimal entry to practice requirements, and exploring licensure portability. Dr. Castle pointed out to CMS that studies show that the higher the preparation, the more likely the person is to stay in the field and therefore, the better the outcomes. In addition, Dr. Castle referenced a study currently being conducted by ACHCA that shows characteristics of administrators related to better performance on key indicators. This ACHCA study will be released in September, 2012.

Our visit with CMS focused on some inherent barriers to standardizing entry to practice including 1) difficulty in rural areas to secure administrators leading to practice requirements being lowered, 2) although 22 states have signed on to license reciprocity, states with minimal standards are a barrier to common ground entry to practice criteria 3) State regulatory boards that are challenged resulting from underfunding, do not challenge regulations because they do not have the resources to initiate change. 4) Many state boards are under umbrella boards and may be staffed at a "clerk" level to process the paper work rather than uphold the mission of public protection, and 5) it may be difficult to change federal requirements (mandate) as many regulations are hinged on these requirements.

Randy Lindner provided perspective on historical events related to the federal mandate. The federal mandate gave authority to the states to develop practice acts including efforts to raise the bar. As part of OBRA 87, national standards were proposed but not enacted due to the lack of a grandfathering provision in the proposed standards. Many states did increase requirements anticipating implementation of the new standards, however due to a decline in administrator licensure applicants in the late 90s and early 2000s, some states reduced requirements over the years due to difficulty in filling administrator positions.

Our meeting with CMS opened the discussion about potentially creating a super credential for LTC administrators. Our opportunity is to bring the stakeholders together to agree on an aspirational credentialing model that goes beyond licensure and to identify incentives for adoption. Randy shared with the group that the NAB is launching a practice analysis that covers

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President's Message (continued)

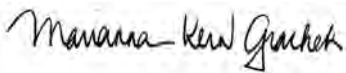
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skilled nursing, assisted living and home and community based services competencies over multiple lines of service. The goal of this practice analysis is to create a *super credential* that might be seen as a national level credential. It was noted, that to make this effort successful, states would have to accept this national level credential and perhaps, build in incentives such as reimbursements from state and/or federal levels for education and administrator in training programs for administrators who aspire to earn this credential. Efforts will also be made to engage support of key stakeholder groups for this credential and to develop a model practice act.

Mr. Thomas Hamilton at CMS proposed that efforts can be made at the state level to standardize licensing requirements and identify model legislation. He noted that standardization and raising the bar has implications for re-training, availability of administrators, etc. The common denominator is an "aspirational" one for the states. States need to distinguish federal mandate from state regulation, and identify criteria that are common to both.

The meeting with the Senate Committee on Aging, our meeting with CMS, the ACHCA Value study due out in September, and the NAB practice analysis due in 2013 are aligning stakeholders to enhance the image, practice, dignity, and prestige of the LTC administrator profession. Our members can carry the advocacy discussion forward at the state level by accessing the ACHCA free publication *Grassroots Advocacy, a Step by Step Guide*, available at the [ACHCA website](#).

These are exciting times!



Marianna Kern Grachek, CNHA, CALA, FACHCA
President & CEO, ACHCA



Beginning in the fall of 2012, participants of the Advancing Excellence will be able to select from five new goals as part of the campaign's ongoing mission to help nursing homes achieve excellence in the quality of care and quality of life for the more than 1.5 million residents of America's nursing homes. These new goals will focus on reducing hospitalization safety, improving the appropriate use of medications particularly antipsychotic drugs, preventing infections, increasing resident mobility, and increasing the use of person-centered care planning and decision making. Data collection tools, interventions and other resources will be posted as they become available.

The new Campaign goals will be rolled out to the 52 statewide Local Area Networks of Excellence (LANEs) throughout 2012. All campaign participants will have access to practical resources that will help individuals accomplish the goals they set forth through the campaign.

For more information regarding the five new goals or about how to become involved in the Advancing Excellence campaign, please visit their website by [clicking here](#).

ACHCA is a founding member of the Advancing Excellence Campaign.

19th Annual Winter Marketplace



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November 30 - December 2, 2012 ♦ The M Resort Spa & Casino ♦ Las Vegas



Photo: Las Vegas News Bureau



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Feature Article

Patient Protection and Affordable Care Act – The Constitutional Law that Impacts Everyone *Ron Present, CNHA, FACHCA*

It is significant when a law is passed and upheld by the Supreme Court that has an impact on every person in America. On June 28, 2012 the Supreme Court upheld the Patient Protection and Affordable Care Act (PPACA) making health care reform real and affirming a law that has such an impact.

The decision was a split vote 5-4 in favor of keeping the PPACA in place. Our non-legal position published in January 2012 through multiple outlets, including *Medical News*, had this prediction: the individual mandate is written into the IRS tax code and has been interpreted as a tax. The Anti-Injunction Act prohibits federal courts from hearing cases against federal taxes until they have been implemented.

The Legal Battle is Not Over

Since the individual insurance mandate was struck down through the Commerce Clause, but upheld through the Tax and Spending Clause, the fight on this is not over. When the mandate goes into effect in 2014, the tax impact will have been realized. Once implemented, you can expect lawsuits to be filed suggesting that “harm has been done” through the tax provision of the law and once again put health care reform in the legal system and potentially before the Supreme Court.

Prior to that, however, an additional opportunity for PPACA to be stricken from the law would be its repeal as promised by the Republican Party should Mitt Romney be voted in as President and the Republicans retain control over the House of Representatives and gain control over the Senate.

While this Supreme Court decision has specific and unique ramifications, much of the change anticipated through PPACA is already well underway. Therefore, the health care industry including insurers, employers, providers, consumers and the government must continue to move forward, strategize and take action with the law as it is currently written.

Employer and Consumer Impact

Often overlooked in the discussion of the impact of PPACA is that health care providers are also major employers. As employers, the court’s decision means that several business and tax provisions that were part of the Act will remain in place.

These include the codification of the economic substance doctrine, an annual assessment on pharmaceutical manufacturers as well as the new Medicare Hospital Insurance tax and net investment income on higher income taxpayers, which will take effect in 2013. The PPACA also imposes a \$500,000 deduction limit on executive compensation paid by health insurance providers.

As an employer, beginning in 2014, there will also be new penalties imposed on employers with 50 or more full-time employees who do not offer health insurance related to those employees enrolled in subsidized coverage in the new health insurance exchanges created under the Act. Additionally, employers need to monitor the hours each employee works on a monthly basis. This becomes particularly complicated with part-time and shift workers and in situations in which workers are picking up additional shifts, which may push them over 130 hours in a given month.

Employers will need to carefully monitor employees’ time on a real-time basis and manage employees in terms of their monthly/hourly workloads. Currently, most systems track data on a pay period basis (weekly, bi-weekly, semi-monthly). Companies will need to ensure they have systems in place to be able to track hours on a monthly basis.

The PPACA includes shared responsibility consumers. Starting in 2014, this provision, commonly referred to as the “individual mandate” requires the general public to obtain minimum essential health coverage or pay a penalty. However, individuals covered by Medicare and Medicaid, individuals with coverage under military health plans, undocumented individuals, and limited others are exempt.

Medicaid Impact

The Supreme Court also had a limited ruling regarding Medicaid provisions in the PPACA. Part of these provisions will greatly expand the number of people using Medicaid as their insurance (insurance typically for lower income individuals and families) throughout the country. Medicaid is typically a shared expense between the federal government and the individual state governments. States were contesting this increased coverage as a financial burden they could not sustain.

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Feature Article (continued)

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The PPACA proposed taking away federal funding from states that refused to take part in the new Medicaid regulations. However, the Supreme Court ruled that the federal government cannot take away Medicaid funding from states that refuse to participate.

Provider Impact

Health care providers have the most to gain and potentially lose with PPACA. The two new golden rules are: 1) you cannot do this alone, and 2) people or “lives” are the new currency in health care. Providers need to embrace transparent, outcome driven, proven value; accountability from providers and their patients; and changing payment methodologies moving away from fee-for-service and moving into bundled pricing and capitation.

The delivery of “accountable care” is not new and the theory behind this has been around for years. However, today’s Accountable Care Organizations (ACOs) as provided within PPACA are more complex and require a much more sophisticated operating and reporting IT system. The ACO will be responsible for managing all of the health care needs of at least 5,000 covered lives for multiple years and must be able to share that information among and between providers that might not have been able to even work together historically. If the ACO is able to meet the 33 quality measures cost effectively, they would be able to keep a portion of the “shared savings”. The Department of Health and Human Services estimates that the first ACO initiative, the Pioneer ACOs, could save Medicare up to \$1.1 billion in the first five years.

Industry Consolidation

It is rare that an integrated system will be able to embrace all of the changes and provisions identified through the PPACA without some form of consolidation, acquisition or affiliation. With start dates come and gone for new ACOs, providers and payors have been involved in a flurry of activity positioning themselves within their markets to develop and enhance an infrastructure to amass covered lives and control the delivery of cost-effective, quality services. One of the most visible actions has been the consolidation of providers and payors throughout the country. According to Irving Levin Associates, Inc., the health care “mergers and acquisitions” market in the fourth quarter of 2011 generated 247 deals worth a com-

bined total of \$40.2 billion.” This activity does not include all of the hospital and health system acquisitions of physician practices throughout the country.

Much of the consolidation and development of ACOs within the industry was driven by organizations that have access to large amounts of capital to fund the acquisitions and the ACO development cost. But what if providers do not have the capital to make acquisitions and they are not part of a system? How do they fit into the delivery of health care services within a market? To be able to compete, stand alone providers must be active in the development of what I call “Value Networks©”.

The Value Network© Solution

Value Networks© are a collective of similar minded providers within a market that provide measurable, quality outcomes at cost-appropriate levels by effectively providing high value to a provider network including ACOs. These Value Networks© will be critical in the delivery of care and should be positioned to contract with an ACO or similar organization.

Creating or joining a Value Network© can be challenging. However, the following are the ABCD’s that have proven valuable in developing and participating in Value Networks©.

Awareness of the market – You have to have intimate knowledge of the market and the strategies of what might be considered allies, competitors, referral sources and discharge recipients. If networks or ACOs are being formed and you are not included, understand where you as a provider might fit in and fill a service gap whether it is by geography, specialty, cost, technology or some other measure. Additionally, if other quality providers are not being included, take the initiative to form your own Value Network© and approach the established ACO and networks as an additional chain of providers.

Be able to tell your story – One of the challenges many providers have is their inability to share with others the value they provide to their patients, referral sources and payors. You must know and be able to show your value with data driven outcomes and quality measures, and be able to concisely share those results with the providers and end-users

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Feature Article (continued)

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that are making decisions about your role in the delivery system. Additionally, those measures that you are sharing should have meaning and relevance to those with whom you are communicating. If a nursing home is talking to a hospital, discussing cost in terms of per patient day (PPD) will not have as much relevance as cost per diagnosis.

Collaborate – In addition to awareness of the market, you need to understand who the decision makers are for the provision of services. If you have not already done so, begin networking with those people and communicate your value to lay the groundwork for collaboration. Relationships with discharge planners, social workers and practice managers, although valuable, will not provide you the relationship results you will ultimately need. Collaboration must be entered into and agreed upon at the C-suite level. Be prepared to meet, negotiate and ultimately collaborate with providers that might have been bitter competitors, but are now a part of a market-driven service delivery system.

Dissect your costs – You need to completely know and understand your costs as a provider down to the diagnosis level. Many nursing home providers, for example, often say their managed care reimbursement is too low. However, they can typically only compare it to Medicare reimbursement and really do not know whether or not it is profitable because they do not understand their true cost of care. If it has not already happened with bundled payment initiatives, you will be faced with contracting decisions from other providers to be part of a Value Network®. If you cannot financially evaluate those proposals with a strong understanding of cost, risk, reward and outcome, you could enter into agreements that

will be financially harmful. You cannot make up margin with volume if every patient that you treat is at a loss.

There is a difference between knowing what to do and doing it. PPACA jumpstarted several efforts, but several industry providers were taking a “wait and see approach” focused on the Supreme Court ruling. You cannot sit and wait to see who wins the election and what votes Congress will be taking. The time for action is now. If you do not move forward and embrace PPACA, you may find yourself on the outside looking in at successful providers that chose to be early adopters of change.



Ron Present, CALA, CNHA, is the healthcare services practice leader for Brown Smith Wallace LLC, one of the Midwest region's most prominent locally owned full-service public accounting firms. INSIDE Public Accounting has recognized Brown Smith Wallace nationally as a Top 5 Fastest Growing Firm in the \$20-30 million net revenue category. Email him at RPresent@bswllc.com.

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Book Review

Standout by Marcus Buckingham Book Review by Sue Anagnostou, CNHA, CALA, FACHCA

Do you have just 15 minutes and \$15 to improve your leadership skills and build your team? If you answered yes, then I highly recommend that you read the book, *Standout*, by Marcus Buckingham. It is a fast read, but has potential for further study and application. It is appropriate for both the experienced administrators as well as the aspiring student or intern (AIT).

Once purchasing the book, *Standout* includes a key code to access an [online personal self assessment tool](#) at no additional cost. Upon completion, the reader immediately receives a detailed analysis of their unique competitive advantage in the work place based upon their instinctive way of making a difference in the world. An optional team report is also available for those managers who would like to focus, reward, and challenge those who are their direct reports. It provides quick insights on how to best use your talents to optimize your work relationship with each member of your team.

Unlike other psychometric tools that have long been available (Myer-Briggs, DISC, etc), this is a two part initiative.

First, the *Standout* assessment narrows the focus to your two primary leadership roles - your areas of competitive advantage. It provides a definition of each, and then includes information about:

- You, at Your Most Powerful
- How to Describe Yourself (interviews, performance reviews)
- How to Make an Immediate Impact
- How to Take Your Performance to the Next Level
- What to Watch Out For
- How to Win As a Leader
- How to Win As a Manager
- How to Win in Sales
- How to Win in Client Services

Next, and most importantly, Buckingham suggests the value to be gained from the networking, linking, and exchange by leaders with similar strengths as a means to share their innovations and best practices. Just as Facebook, Amazon, and Netflix all use algorithms to match customers with preferred products and services (“likes”), leaders with similar strengths

will be most interested in and likely to use and benefit from ideas that match their own roles. For further information, [click here](#).

Marcus Buckingham earned a master’s degree in social and political science from Cambridge University. His book entitled *First, Break All the Rules*, sold more than 4 million copies. In that book Buckingham states that rules must be broken and discarded because they stifle the originality and uniqueness — the strengths — that can enable all of us to achieve our highest performance. Through his leadership and development firm [TMBC](#), he currently works with such companies as Facebook, Kohls, Hilton, Microsoft, Chick-fil-A, Banana Republic, and the Walt Disney Company.

I highly recommend that all leaders read this book to improve their leadership skills to bring out the best in their team. [Click here](#) to buy this book at ACHCA’s Amazon bookstore today!

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 2012 Highlights

The 46th Annual Convocation and Exposition surely struck gold with leadership as our members gathered at the Gaylord Opryland Hotel in Nashville, Tennessee on May 4 – 8, 2012 to celebrate our organization's fiftieth anniversary. I had the distinct privilege of serving as your 2011 – 2012 Convocation Chair and am humbled by the positive responses I have received about the conference. From networking opportunities to excellent educational sessions to spending time with our exhibitors learning about the innovative solutions on the market today to our once in a lifetime awards celebration aboard the General Jackson, attendees left with a sense of professional rejuvenation.

Each year, ACHCA's Education Committee strives to provide educational topics that address the challenges that administrators face today. Convocation 2012 provided educational opportunities that were superior and addressed many issues that affect the administrator on a daily basis. Robert Siebel, CNHA, FACHCA & Nicholas Lynn gave insight into what are an administrator's responsibilities and time commitments in the event that their facility is sued. Former Dallas Cowboys player, Mr. Everson Walls shared his personal inspirational story about putting his team first by donating a kidney to his teammate.



The CEO Leadership Panel discuss the future of long term care during Convocation on Monday, May 7, 2012.

Left to right: Dr. Dan Farley, Marianna Grachek, Mr. Rick Grimes (ALFA), Randy Lindner (NAB), Dr. Larry Minnix (Leading Age), and Gov. Mark Parkinson (AHCA/NCAL)

A culminating educational event at Convocation 2012, however, was the CEO Leadership Panel. For the first time in history, the Presidents/Directors of all of the major long term care associations gathered to address the future impact of leadership on long term care. ACHCA welcomed Gov. Mark Parkinson (American Health Care Association), Mr. Rick Grimes (Assisted Living Federation of Ameri-

ca), Dr. Larry Minnix (Leading Age), Mr. Randy Lindner (The National Association of Long Term Care Administrator Boards), and our own Mrs. Marianna Grachek to address such topics as public image of the field, the preparation of future administrators, and the long term care market and modes for LTC. If you did not get a chance to attend Convocation to hear this ground breaking leadership panel, you still have a chance to do so. [CLICK HERE](#) to watch the recorded session and earn 1.75 CE's free of charge. A special thank you is extended to Molly Savard, CNHA, FACHCA, Chair of ACHCA's Education Committee and all committee members for your diligent work in selecting this superb education.



The Exhibit Hall provided a fun and informative way to review all the new projects on the market to enhance the field of long term care. Exhibitor/Sponsor revenue increased by 34% and this extra support of our vendors and sponsors enabled many additional activities and events. The 3rd Annual student poster session was also held in the Exhibit Hall and twelve students participated representing four universities. Fifty years of ACHCA memorabilia could be seen as all entered into the Exhibit Hall. A special thank you to all of those individuals who provided these unique treasures taking us on a trip down memory lane. The silent auction, going on during Exhibit Hall hours, was a lot of fun as well as raising \$5,368.00 to support the Academy of Long Term Care Leadership and Development. All items received for the silent auction were donated by our ACHCA members, sponsors, and exhibitors. Thank you to all of our exhibitors, sponsors, and silent auction donors who participated in Convocation 2012.

The Annual Albert Slatky Memorial Golf Tournament was a success and raised \$7,000 in proceeds to benefit the Academy of Long Term Care Leadership and Development. A total of 24 golfers played the course at the Gaylord Springs Golf Links and a great time was had by all. A special thank you is extended to our golf sponsors Larry I. Slatky and The New York Chapter for making this event possible.

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Convocation Highlights (continued)

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Convocation 2012 would not have been complete without our Awards Banquet and 50th Anniversary Gala celebration aboard the General Jackson showboat. This special time allowed us to recognize those chapters and leaders who are providing exemplary strategies within the field of long term care. Some of the faces were familiar to us, but there was also an aura of excitement from many newcomers. The evening also included a uniquely Nashville entertainment show presented by the General Jackson Showboat performers.

Overall, Convocation 2012 left me feeling revitalized and reenergized. I hope that all have reserved April 12-16, 2013 to attend the 47th Convocation and Exposition in Orlando, FL at The Omni Orlando Resort at ChampionsGate. It will be an outstanding event. Thank you again from the bottom of my heart for allowing me to serve as your 2011 – 2012 Convocation Chair.

Sincerely,

Dan Suer

Daniel Suer, FACHCA
2012 ACHCA Convocation Chair



During the Awards Banquet and 50th Gala Event, ACHCA recognized Helen Stout, FACHCA as being the most senior full member of ACHCA. Dr. Keith Knapp, CNHA, FACHCA presented the award to Ms. Stout.

47th Annual Convocation & Exposition



SAVE THE DATE
April 12 - 16, 2013
The Omni Orlando Resort at ChampionsGate
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Fifty years of past ACHCA leadership gathered to discuss future initiatives and endeavors of the College.

2012 ACHCA Award Winners

ACHCA presented annual awards on May 6, 2012, during the awards banquet at the 46th Annual Convocation and Exposition aboard the General Jackson Showboat in Nashville, TN.

Congratulations to ACHCA's 2012 Award Winners!



INDIVIDUAL AWARDS

- ◆ Outstanding Member Award - Charles Shelton, Jr., CNHA, FACHCA
- ◆ Education Award - Mary Harroun
- ◆ Journalism Award - Kevin Kolus
- ◆ New Administrator - Cori Reese
- ◆ Public Service Award - Robert Kramer
- ◆ Business Partner - eHealth Data Solutions (John Sheridan, President)
- ◆ Honorary Fellowship - Beecher Hunter & Bruce Yarwood
- ◆ Distinguished Service to ACHCA Award - Keith Knapp, PhD, CNHA, FACHCA
- ◆ Distinguished Nursing Home Administrator Award - Mark Finkelstein, CNHA, FACHCA
- ◆ Chair's Award - Daniel J. Suer, FACHCA

CHAPTER ACHIEVEMENT AWARDS

- ◆ Connecticut Chapter - Educational Advancement Project & Professional Advancement Initiative
- ◆ Georgia Chapter - Partnership with GHCA
- ◆ Maine Chapter - Business Affiliate Program & Membership Recruitment and Retention Project
- ◆ New Hampshire Chapter - Newsletter: Granite State Report & Chapter Website
- ◆ New Jersey Chapter - Chapter Website
- ◆ South Carolina Chapter - Increasing Chapter Value and National Membership
- ◆ Texas Chapter - Membership Recruitment

W. PHILLIP MCCONNELL STUDENT SCHOLARSHIP FUND

Sponsored by the Ohio Chapter

- ◆ Amber R. Weinhart, Kent State University
- ◆ Jennifer Combs-Wilbe, Saint Joseph's College of Maine

STUDENT POSTER SESSION SCHOLARSHIPS

Sponsored by the Sister Joan Cassidy and Michael Cuseo Cultural Diversity Fund

- ◆ Avi Arora, University of Pittsburg
- ◆ Mariah Brown, Univ. of Wisconsin-Eau Claire
- ◆ Rebecca Brunz, Univ. of Wisconsin-Eau Claire
- ◆ Gregory Julian Flynn, Univ. of Pittsburgh
- ◆ Kevin Hansen, Univ. of Southern Florida
- ◆ Liza Holle, Univ. of Wisconsin-Eau Claire
- ◆ Amanda Holup, Univ. of Southern Florida
- ◆ Heather Kjelstad, Univ. of Wisconsin-Eau Claire
- ◆ Kendal Krouse, Univ. of Wisconsin-Eau Claire
- ◆ Roulla Nau, George Washington Univ.
- ◆ Emily Rickman, Univ. of Wisconsin-Eau Claire
- ◆ Bridget Staberg, Univ. of Wisconsin-Eau Claire

FACILITY LEADERSHIP AWARDS

- ◆ Dana Briley - River City Care & Rehabilitation Center
- ◆ Angelica V. Domingo - Harbor Care Center
- ◆ Kristofer G. Berntsen - Darcy Hall of Life Care
- ◆ Rebecca Cooley - Windsor Care Center
- ◆ Mark J. Finkelstein, CNHA, FACHCA - Hughes Health and Rehabilitation
- ◆ George M. Giblyn, FACHCA - Alexandria Manor
- ◆ Diane H. Goncalves - Wingate at Springfield Rehabilitation & Skilled Nursing Residence
- ◆ H. Morris Graybeal - Oconee Health and Rehabilitation
- ◆ Eric Hadley, CNHA, CALA, FACHCA - Sandpiper Rehabilitation and Nursing
- ◆ Kory R. Hansen - Grand Traverse Pavilions
- ◆ Susan J. Hurst, FACHCA - Evangelical Home
- ◆ Jennifer S. Lindley - Life Care Center of Pensacola
- ◆ Doyle R. Love, CNHA, FACHCA - Life Care Center of East Ridge
- ◆ Boyd H. MacDonald, CNHA - Bancroft Convalescent Hospital
- ◆ Kimberly A. Milbocker - Grace of Douglas
- ◆ Louis Milite, CNHA, CAS, FACHCA - Spring Gate Rehabilitation & Healthcare Center
- ◆ Millicent Morley - Clairborne and Hughes Health Center
- ◆ Alyssa N. Pischel - Heartland Health Care Center-Whitehall
- ◆ Anthony J. Restaino, CNHA, FACHCA - A Holly Patterson Extended Care Facility
- ◆ Kathryn Richardson - Bergen Regional Medical Center
- ◆ Margot D. Roedel - Tuscola County Medical Care Facility
- ◆ Raymond Thompson, CNHA - Life Care Center of Port Orchard
- ◆ Matthew J. Thompson - The Manor at Carpenters
- ◆ Celia D. Valdomar - Los Palos Convalescent Hospital
- ◆ Rosalind L. Wright - Unique Residential Care Center
- ◆ September G. Young - Friendship Health Center

Membership Information

What Is Your ACHCA Professional Credential Worth?

Have you ever asked yourself what are my professional ACHCA credentials worth financially? A 2012 salary survey conducted by Advance Magazine will help you answer this question! The study found individuals holding an ACHCA professional credential make significantly more than those without. Administrators holding the CNHA credential made an average of \$19,500 more than an administrator of a skilled facility without this credential. ACHCA Fellows (FACHCA) saw a larger increase and made an average of \$39,818 more than an administrator of a skilled facility without a Fellowship status.

What is the reasoning behind these increases? The data does not provide an explanation, but several different possibilities could account for this. First, those who seek ACHCA professional credentials are committed to professionalism in long term care. In addition, they may be our more veteran and experienced administrators within the field of long term care. Another factor in play is the level of education. Many individuals seeking advanced credentials are the same ones who have advanced in the area of education beyond the bachelor degree level.

Are you interested in joining the ranks of the administrators with an ACHCA professional credential? To find out more about the requirements, please [CLICK HERE](#) for the ACHCA Certification Handbook or [DOWNLOAD](#) the Fellowship application today!

To review the ADVANCE 2012 Salary Study for LTC Professionals in its entirety, please [CLICK HERE](#).



Membership Renewal

As a member of ACHCA, you receive **discounts** on your registration for Winter Marketplace, 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



Keep Your Contact Information Updated

ACHCA sends out event and meeting information, member discount programs, special promotions and eNews via email to the email address you have provided. Please send email and mailing address updates to membership@achca.org

Earn Online CE Credits

For your convenience you can earn CE anytime from ACHCA's website. [Click here](#) to view the self-study programs and book studies available.

[Click here](#) for upcoming webinars. If you were unable to attend one of our recent LIVE webinars, you can access them and receive CEU from the comfort of your home or office. [Redilearning™ ON-DEMAND](#) has recorded these webinars for your use...anytime...day or night.

Chapter & Member News

Chapter News

The **Connecticut Chapter** will set sail on Thursday, **August 23, 2012** for their River Sunset Supper Cruise. [Click here](#) for the program announcement and registration information.

The **New Jersey Chapter** will hold a one day seminar entitled First Break all the Rules – Recruitment and Retention Leading with Ethics and Integrity on Wednesday, **September 12, 2012**. [Click here](#) to view the program brochure and registration information.

New Certified Administrators (March 1, 2012 – June 30, 2012)

Perian Petcher, CALA

Jake Quigley, CNHA

Anthony Restaino, CNHA, FACHCA

Gary Sluyter, PhD, CNHA

Advancement to Fellow (March 1, 2012 – June 30, 2012)

Renee Cantwell, FACHCA

Kathryn Manger, 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. If your membership has lapsed for 60 days or more, FACHCA reinstatement will require a new membership application and a fellow application fee of \$250. Contact Janet Spence with questions at jspence@achca.org

Member News

Congratulations to **Mark Finkelstein, CNHA, FACHCA**, administrator of Hughes Health and Rehabilitation, on being selected as a 2012 recipient of the Silver Achievement in Quality for its outstanding performance in the health care profession. This award bestowed by the American Health Care Association and National Center for Assisted Living “highlights select facilities across the nation that serve as models of excellence in providing high-quality long term care.”

Our condolences to the family and friends of long time member **Louis Serra, FACHCA** who passed away on July 6th. Mr. Serra was a member of the West Virginia Chapter.

Philip Jean, CNHA, FACHCA, District 1 Director, reported that St. Mary's d'Youville Pavillion achieved a zero deficiency Federal licensing survey this year! They also had a separate Fire Marshal inspection and had no deficiencies. Congrats on a job well done to Phil and the staff!

Our condolences go out to Board member, **Erane Allen, CNHA, FACHCA**, for the loss of her mother in June.

Hats off to **Julie Howland** of the Maine Chapter who passed the state administrators exam with a score of 97. She will be sitting for the national exam in mid-August. Way to go Julie!

ACHCA's President and CEO, **Marianna Kern Grachek, CNHA, CALA, FACHCA** has been appointed as Vice Chair to the NAB Education committee. In this role ACHCA is at the table to facilitate the professionalization of our emerging leaders in Long Term Care and Aging Services administration. The NAB Education Committee oversees the accreditation process for university programs seeking the distinctive NAB accreditation.

Tip from **Timothy C. Dressman, CNHA, CALA, FACHCA**: When negotiating your salary make sure to include the cost of professional memberships like ACHCA, your license renewal and registration/travel to at least 2 state and/or national professional meetings.

Our condolences to Academy member, **Jim Kohler**, on the loss of his sister.

Sympathies are sent to District 1 Director, **Philip Jean, CNHA, FACHCA** for the loss of his grandmother earlier this month.

Our condolences to **Larry Slatky, CNHA, FACHCA** on the loss of his brother, Allen Marshall.

ACHCA Certification

Maybe it is Time to do Something for Yourself by Keith R. Knapp, PhD, CNHA, FACHCA



Ask any long term care administrator why he or she entered the profession – and what keeps bringing us back day after day (including weekends). Somewhere toward the front of the list is generally the thought of helping others; to make a difference in the lives of those we directly serve and their families. If that is your answer, then maybe it is time you do something for yourself that will help you fulfill that purpose: professional certification by the American College of Health Care Administrators (ACHCA).

“Certification” is a credentialing process instituted by a non-governmental agency, which recognizes individuals for advanced knowledge and skill. It is not the same as a “certificate” program, which generally aims to enhance one’s knowledge in a particular field of study.

ACHCA offers an advanced certification for administrators of either nursing homes or assisted living facilities, and it is not limited to members of the organization. Earning advanced certification provides tangible evidence to the public of an administrator’s commitment to excellence and continuous self-improvement in his or her own professional development.

Unlike *licensure*, which is required to practice, *certification* demonstrates one’s technical expertise at a deeper level – beyond the core of knowledge needed to enter the profession. In addition to successfully completing an advanced proficiency exam initially, a certified administrator must also demonstrate a significantly higher commitment to continuing education than typically required for licensure renewal while advancing our profession through extra-curricular involvement in professional and trade associations, civic groups and community. Additionally, ACHCA certification is a process that is renewed every five years, demanding the best of those who claim to be among the best.

According to a Brown University study, facilities led by certified administrators out-perform others with respect to quality of care, are cited with deficiencies less frequently and with lesser scope and severity, attract a higher mix of Medicare-A and privately paying residents, and serve residents with a greater functional dependency.

The National Association of Long-Term Care Administrator Boards (NAB) endorses ACHCA certification for “reciprocity,” and at least 22 of its member boards either accept or include it as a primary criterion for endorsement or reciprocity, making an ACHCA-Certified Administrator mobile and more marketable.

Now, if you suspect that you have “exam-a-phobia,” having been out of school for a while, don’t fret. The national organization of ACHCA, as well as many state chapters, periodically offer a preparatory seminar for successfully completing the exam portion of the process. The next one is scheduled during ACHCA’s 19th Annual Winter Marketplace to be held at the M Resort November 30 – December 2, 2012 in Las Vegas, NV. For a complete look at the other requirements, visit www.achca.org and select “certification,” or contact ACHCA’s Educational Director Janet Spence at jspence@achca.org.

ACHCA Certification promotes professional development, employer recognition, customer confidence, and quality outcomes. Don’t your residents and families deserve to boast that their administrator is among the few who have attained this distinction? Don’t you owe it to yourself to go for it? Maybe it is time you do something for yourself that does both!



Connect
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New Members

ACHCA Welcomes the Following New Members (March - June 2012)

Geraldine Albers –Amityville, NY
Reginald Allen – Albuquerque, NM
Peter Allen – Old Saybrook, CT
Kristin Anderson – Lockport, NY
Michael Anderson – Leesburg, FL
Tania Archambault – Hampton, CT
Kristina Arnett – Fallbrook, CA
Willian Bakely – Ulster Park, NY
Jacob Barber – Brooklyn , NY
David Barmak – Princeton, NJ
Alan Bates – Putnam, CT
Bryan Bee – Summerville, SC
Richard Bell – Boonville, MO
Jovita Cecile Beredo – Haskell, NJ
Sherri Berghoff – New Haven, IN
The Blaney Group LLC – Bayside, NY
Annette Bohman – Muskego, WI
Mary Ellen Bove – Hackettstown, NJ
Jay Bowman – Orem, UT
Laura Boyer – Frederick, MD
Rebecca Bramer-Dixon – Clarksburg, WV
Margaret Braun – Evansville, IN
Karen Briggs – Newburgh, NY
Forrest Brown – Brighton, MA
Valerie Brown – Macon, GA
Kendall Bryan – Jacksonville, FL
Zinna Burks – Salt Lake City, UT
Stacey Buso – Aurora, CO
Tod Cain – Hixson, TN
David Campbell – Henderson, NV
Wynita Cannon – Alpharetta, GA
Linda Carlson – Kane, PA
Lynne Carpenter – Knightdale, NC
George Carrazana – Longwood, FL
Rozlyn Carson – Helena, AL
Rochelle Casais – Livonia, MI
Linda Chen – Orlando, FL
Cara Clark – Lexington, HY
Jennifer Cleaver – Tulsa, OK
Jennifer Cohen – Princeton, NJ
Laura Cole – Memphis, TN
Barbara Bolton – Middle Grove, NY
David Conaway – Sheridan, WY
Jayme Creek – Eureka Springs, AR
Joseph Cronin – Lady Lake, FL
Kyle Dahl – Roseville, CA
James Dale – Collegedale, TN
Yvette Davis – South Easton, MA
Nadine de Klerk – Battleground, WA
Sara D’Innocenzo – Midlothian, VA
Kristin Dunsworth – Littleton, CO
Leilani Eichman – Bountiful, UT
Dan Estee – Dover, NH
Emily Feiner – Cross Plains, WI
Emily Felix – Kingston, MA
Chris Filip – Princeton, NJ
Alison Fitzpatrick – Durski – Freehold, NJ
Jacqueline Fox – Romeoville, IL
Ricki Furlong – South Mills, NC
Annie Garcia – West Valley City, UT
Michael Garrard – Martin, TN
Shelly Gentry – Tell City, IN
Mary Jo Gibbons – Alma, MI
Janet Gibson – Flora, IN
Jennifer Gilston – Gloversville, NY
Morgan Giorgi – Chardon, OH
Marlene Glass – Monsey, NY
Brandon Goldberg – Princeton, NJ
Keith Grady – Maplewood, NJ
Morris Graybeal – Oconee, GA
Jolene Greene – Roswell, NM
Jimmy Greene – Lexington, NC
Roxsand Guerrero – Waco, TX
Pat Hammill – West Hartford, CT
Tom Hankins – Bloomington, IL
Brian Hart – Cochran, GA
Tomothy Hawkins – The Villages, FL
Mary Hellberg – Leola, PA
Nancy Hieber – Lakeland, FL
Kaleb Hight – Menno, SD
Carol Holzman – Lewes, DE
Matt Howard – Provo, UT
James Hummer – Severn Park, MD
Tammy Huster – Voorhees, NJ
LeAnn Huxall – Broken Arrow, OK
Adrienne Indellini – New Castle, DE
Thomas Jones – Ooltewah, TN
Eili Kaganoff – Williamsville, NY
Linda Kanarr – Elmhurst Township, PA
Kenneth Karmire – Evansville, IN
Louis Kass – Lake Worth, FL
Chavon Keith-Wilson – Nashville, TN
Rachele Kelly – Brookpark, OH
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Fancesca LoCicero – Muskego, WI
David Mac-Rizzo – New Haven, CT
Mary Madera – Chester, CT
Seyd Majd – Wakefield, RI
Ted Marcus – Covington, GA
Andrea Marshall – Toledo, OH
Natalie Mead – Lexington, KY
Lori Meszler – Waterville, NY
Linzi Michel – Quincy, WA
Scott Middleton – West Columbia, SC
Heather Mitchell – Calera, OK
Daniel Monahan – Islip Terrace, NY
Jeff Monda – Delray Beach, FL
Mitzi Myers – Rock Hill, SC
Darlene Nakayama – Honolulu, HI
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Katharine Sacks – New Haven, CT
Pamela Sanders – Cedar Hill, TX
Tom Scarborough – Perkasio, PA

(continued on page 17)

New Members & Donations

(continued from page 16)

New Members (continued)

Christopher Sefjack – Holiday, FL
Syed Shah – Pontiac, MI
Leslie Shanlian – Howell, MI
Cori Sharrard – Waterford, MI
Tracie Sherfey – Gallatin, TN
Rebecca Smith – Weidman, MI
Jillene Snow – Alpharetta, GA
Lisa Sofia – Philadelphia, PA
Star Healthcare Solutions – Queens Village, NY
Frances Storer – Zion Crossroads, VA
Christine Tarr – Tridelphia, WV
Suzanne Tarrant – West Columbia, SC
Augustine Tatus – Madison, WI
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Natali Torres – Schenectady, NY
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LaToya Turner – Houston, TX
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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.

Acknowledgements

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 March 1, 2012 and June 30, 2012. Donations received after June 2012 will be acknowledged in a subsequent issue of *Continuum*.

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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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Our Member Benefit Partner Program is made up of organizations that provide products and services across the continuum of long-term care.

Click on the Member Benefit Partner to take advantage of special offers and discounts available to ACHCA members. [Click here](#) for more information about this program.

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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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