

Continuum

September 2015 | Volume 13, Issue 3



ACHCA
American College of
Health Care Administrators

Save the Date

22nd Annual Winter Marketplace

December 4-6, 2015
Bally's Las Vegas
Las Vegas, Nevada

Long Term Care Administrator's Week

March 13-19, 2016

50th Annual Convocation & Exposition

April 16-20, 2016
Philadelphia Marriott Downtown
Philadelphia, Pennsylvania

23rd Annual Winter Marketplace

December 9 -11, 2016
Rio Las Vegas
Las Vegas, Nevada

51st Annual Convocation & Exposition

April 1 - 5, 2017
Hyatt Regency St. Louis
at the Arch
St. Louis, Missouri

Inside this Issue

From the Chair	1
Feature Article - Lean Concept	3
Winter Marketplace	6
Advancing Excellence	7
Mentoring	8
Chapter News	10
Membership	11
Acknowledgments	13
Vendor Connections	14
ACHCA Leadership	15

Dear Peers,

I am pleased to let you know that the world of the American College of Health Care Administrators keeps moving forward. We have dedicated members, staff, and leadership and together, we are planning a great Winter Marketplace back at the newly renovated Bally's in Las Vegas. As you have requested, we are back on the Strip! We are continuing to fine tune our plans for our return to an East Convocation in Philadelphia next April. Please mark your calendars for these great events full of our trademark excellent education, peerless networking, and our awesome vendors showing the best products to help us get the job done.



We are doing well under the leadership of our Interim President and CEO Sharon Colling, CNHA, CALA, FACHCA. She is screening the applicants for our next President prior to review by the Search Committee chaired by D1 Director Theresa Sanderson, CNHA, FACHCA. Sharon has reported that we have over 200 quality applicants. Sharon has continued to have us represented at all the groups involved in Long Term and Post-Acute Care by both volunteers and staff. Our conversations with these groups to explore mutually beneficial synergies at both the national and state levels continue. Our best days lie ahead and we continue to be the catalyst for excellence in post-acute and aging services leadership.

Our local leaders have planned great education and social events. Some that I am aware of is the NY Chapter Summer Leadership Program in Bermuda and the CT Chapter Dinner Cruise. I know that the fall brings more activity at the local level. NJ has several seminars in the next few weeks, including the NJ Long Term Care Leaders Coalition meeting in conjunction with NJAMDA and NJADONA. The New England Alliance in conjunction with District One is preparing for the annual Fall Meeting in Portland Maine. The PA Chapter is planning education with the PMDA in October. Michigan has planned a seminar on Employee based culture change. Ohio held their annual scholarship fundraiser fish fry on September 24th and raised \$7,119.41. Congratulations Ohio! The Massachusetts Chapter will hold their annual golf tournament on October 9, 2015.

We have so many offerings both nationally, regionally, and locally that we hope you come out and get some CE credits, quality education and quality networking. We are the only national organization supporting the practicing leaders in our profession. You can grow and advance your career by participating. And please consider assisting your peers to join and participate. We offer so much and plan so much more for the future that your membership is well worth the investment in your career. I hope to see you at a College event soon.

Sincerely,

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



Against All Odds:

Successful Leadership in Uncertain Times

22nd Annual Winter Marketplace

December 4-6, 2015

Bally's Las Vegas Hotel and Casino

Las Vegas, Nevada



ACHCA
American College of
Health Care Administrators

connect.achca.org/wmp



- ◆ ACHCA member and advance rate registration discounts
- ◆ Special ACHCA room rate at Bally's Las Vegas Hotel & Casino
- ◆ Earn up to 15.75 CE, connect with your colleagues, and enjoy fabulous Las Vegas
- ◆ Lean Six Sigma Intensive Track presented by Black Belt, Evelyn Catt
- ◆ General sessions presented by Ray Miller and Irving Stackpole
- ◆ With its prime location on the famous Four Corners of the Las Vegas Strip, Bally's Las Vegas is at the very center of an amazing array of entertainment options
- ◆ Exhibit and sponsorship opportunities available

Visit connect.achca.org/wmp for more information!

"The Winter Marketplace was a great opportunity. I was able to network, meeting a variety of Healthcare Administrators from all over the country, and from several different educational backgrounds. The education sessions were all relevant and focused on innovations of long term care. The sessions were small enough to allow active participation from the attendees. We were surrounded by experts in all aspects of long term healthcare. I was a part of multiple conversations about creating the next generation of Healthcare Administrators and how ACHCA will continue to grow our profession." - Joey Berck



Key Principles that Guide Lean Organizations: Respect for People, Collaborative Problem Solving, and the Quest to Eliminate Waste

Evelyn A. Catt, MHA, BSPH, CSSBB, Principal, TTAC Consulting, LLC
Adjunct Professor, Indiana University, Fairbanks School of Public Health

Introduction

Health care leaders often hear about Lean concepts for the first time in the context of an industrial setting. Because Lean principles are based on a management philosophy derived from the Toyota Production System, there is a common misconception that Lean is only effective for making better widgets and increasing the efficiency of manufacturing production lines. Although Lean practices were originally developed in an industrial setting, these same principles can be successfully implemented in all types of organizations to improve satisfaction, quality, and productivity while also reducing costs. This article is focused on three key principles that guide organizations in their journey to embrace Lean practices to achieve these results.

Respect For People

As Aretha Franklin's well known song says, it's all about respect! The first and most important Lean principle is respect for all people. Everyone in a Lean organization is respected and their contributions are highly valued, regardless of their position. In fact, in a Lean culture there is a special appreciation and acknowledgement of the key insights, contributions, and problem solving abilities of the team members who perform direct care and other hands-on services. Respecting and fully utilizing the knowledge and talents of all team members is the first key to becoming a successful Lean organization.

Collaborative Problem Solving

Being able to successfully leverage the insights and talents of all team members is a pretty lofty goal, especially in a work environment that is often hectic and unpredictable. After dealing with unexpected daily challenges (putting out fires) and searching for people, information, and supplies (hunting & gathering), there is not much time left for reflection, brainstorming, and creative innovation. That is why the second Lean principle is focused on implementing a collaborative problem solving model. Introducing all team members to a simple and effective model for identifying and solving problems allows everyone to speak the same language and focus on process issues, rather than blaming or finger pointing. It also creates a culture in which everyone is empowered and supported to become a problem solver rather than just a problem reporter.

The Lean approach to collaborative problem solving is a systems focused, iterative model called *A3 Thinking*. It utilizes a simple, one-page format to provide a structured, concise method for defining issues and developing solutions for all types of problems. The A3 document is typically printed on an 11 x 17 inch sized paper (commonly known as A3 paper) and includes the following elements:

1. **Problem Statement:** Define the background of the current problem or opportunity.
2. **Aim Statement:** Describe what you are trying to accomplish in measurable terms.
3. **Current Conditions:** Describe the current conditions and define customer requirements.
4. **Initial State Metrics:** Identify what measurements will be used to evaluate performance.
5. **Target State Metrics:** Define the improvement goals for each measurement.
6. **Gap Analysis:** Identify gaps in the current process and determine the root cause of issues.
7. **Proposed Solutions:** Develop proposed solutions and conduct tests to verify the new process.
8. **Action Plan:** Create a detailed plan to fully implement the solutions (who, what, when).
9. **Follow-up:** Confirm that the actual results matched the expected outcomes.

Figure 1: A3 Format

1. Problem Statement	4. Initial State Metrics	7. Proposed Solutions
2. Aim Statement	5. Target State Metrics	8. Action Plan
3. Current Conditions	6. Gap Analysis	9. Follow-up

The A3 format provides simplicity, consistency, and serves as a rapid communication tool to promote organizational learning. Whenever possible, drawings and pictures are used in the A3 document to clearly show how the current process works today. It is both enlightening and fun to have the people who perform the daily work create a picture of how things actually function. There are often many eye opening "ah-ha" moments and comments to the effect that "I didn't know so many steps were required to do your job!" After the proposed solutions are developed,

a revised drawing is created to show how the new process is intended to work and related policies and procedures are also updated.
 Reference: [Sobek DK and Smalley A. Understanding A3 Thinking: A Critical Component of Toyota's PDCA Management System. 2008 Taylor & Francis Group, Boca Raton, FL.](#)

The Quest to Eliminate Waste

The identification and elimination of waste is the third key principle in a Lean organization. In this context “waste” is defined as anything that consumes time, resources, or space, but does not add value to the product or service in the eyes of the customer. The ultimate goal of Lean is to eliminate these non-value added elements (waste) and retain only the value-added components in each process, to increase the flow of value to the customer.

In our personal lives, we find it easy to determine that something is a waste of our time. Sitting in the doctor’s office, waiting to be seen, standing in line at the grocery store, or staying home because the cable TV repair person requires a 3-hour window of time for repairs are common examples of waste. These situations try our patience and make us feel that we are not being respected or receiving good service.

However, in the work environment we often become blind or desensitized to the types of waste that exist in our daily activities. We rarely have time to step back and analyze all the steps that are required to complete a procedure, or question why we have to frequently search for items that we need every day. It is easy to become complacent and think “that’s just the way it is”. We learn to tolerate the waste that robs us of valuable time every day and results in delays, re-work, and errors. Even worse, we expect the people we serve to tolerate it as well.

Learning to look at our daily work with different eyes is essential to becoming a Lean organization. But, how do we begin to see things differently? As Oprah Winfrey would say, “You have to name it to claim it!” So we begin by naming the types of waste, consciously looking for them every day, and talking with the people we serve about how we can improve the care we provide to them (in Lean language this is called obtaining *The Voice of the Customer*). We also intentionally go to *Gemba*, the place where the work is performed, to observe the process in action and talk to the people who perform the work.

Table 1: Types of Waste

Types of Waste	Definition
Defects	Errors, poor quality, failure to meet customer requirements.
Overproduction	Providing unnecessary products, services, or features.
Waiting	Delays, periods of inactivity, bottlenecks, or wait time.
Non-Utilized Potential	Failure to fully utilize human potential (time and talents of people).
Transportation	Unnecessary movement of supplies, equipment, or people.
Inventory	Excess inventory/supplies, batch processing, queues, or backlogs of work.
Motion	Extra steps caused by inefficient layout; searching, hunting and gathering.
Excess Processing	Excess activity, repeated steps, re-work caused by poor process design.

Reference: [Healthcare Performance Partners, 8 Wastes with Healthcare Examples.](#)

It comes as no surprise that two common types of waste in healthcare are waiting and motion. A secondary type of waste caused by waiting and motion is *Non-utilized Potential*, which is the failure to fully utilize the time and talents of people. An example of this is the time spent by nurses hunting for supplies or making repeated phone calls, which reduces the amount of time they can spend caring for patients/residents; or the time that nursing managers and administrators spend every day putting out fires, which could be spent on more value-added leadership activities. Consider also how much time Certified Nursing Assistants spend every day running up and down the hallways to find equipment or gather supplies due to the poor layout of the facility; time that could be better spent providing assistance to patients/residents. Indeed, patients/residents certainly feel the brunt of all types of waste, especially waiting, errors, and failure to meet their needs and honor their personal preferences.

At first there is often a feeling of discomfort in labeling an activity or process step as waste. It takes time and on-going coaching for people to become comfortable thinking and talking about work as a process. These type of conversations soon become second nature as everyone learns to speak the same Lean language. A new sense of camaraderie emerges with a deep understanding that “we are in this together”.

By proactively seeking out ways to reduce waste and improve the flow of value to customers, benefits also emerge for team members by reducing chaos, frustration, and re-work; and by giving back time that was previously wasted performing non-value added steps.

Conclusion

This article provided a brief review of three key principles that guide Lean organizations: respect for people, collaborative problem solving, and the quest to eliminate waste. Using Lean language to identify waste is one of the first steps in an organization's Lean journey. Once waste has been identified, A3 systems thinking supports the development of effective solutions to reduce or eliminate waste and increase value. However, none of this is possible without leaders who create a transparent and safe culture, where everyone is respected and empowered to become problem solvers; as well as dedicating sufficient resources to support the Lean learning journey. Lean organizations are committed to the constant pursuit of perfection, which is what every patient/resident wants and deserves. Is your organization ready to begin the journey?

Bibliography

- Becoming a High Reliability Organization: Operational Advice for Hospital Leaders.* AHRQ Publication No. 08-0022, April 2008.
- Hajek AM. *Crushing the Silos: A Leadership Imperative to Ensuring Healthcare Safety in the Era of Healthcare Reform.* 2010 Clarity Group, Inc.
- Joosten T, Bongers I, Jansen R. *Application of Lean Thinking to Health Care: Issues and Observations.* Int J Qual Health Care 2009; Volume 21, Number 5: pp. 341-347
- Reinertsen JL, Bisognano M, Pugh MD. *Seven Leadership Leverage Points for Organization-Level Improvement in Health Care (Second Edition).* Cambridge, Massachusetts: Institute for Healthcare Improvement, 2008.
- Sobek DK and Smalley A. *Understanding A3 Thinking: A Critical Component of Toyota's PDCA Management System.* Taylor & Francis Group, Boca Raton, FL., 2008.
- Spear S. and Brown HK. *Decoding the DNA of the Toyota Production System,* Harvard Business Review, 1999.
- Womack JP, Byrne AP, Flume OJ, Kaplan GS, Toussaint J. *Going Lean in Health Care.* Cambridge Institute for Healthcare Improvement; 2005.
- Evelyn Catt

Evelyn Catt is a dynamic educator and healthcare consultant specializing in Lean Six Sigma training, transitions, and coaching. She holds a graduate degree in Health Administration and a B.S. degree in Public Health, both from Indiana University. She is also a certified Lean Six Sigma black belt. Evelyn has over 30 years of experience in clinical informatics, project management, and process improvements in healthcare, including 20 years at Indiana University Health. Ms. Catt is the Principal at TTAC Consulting, LLC where she is passionate about educating healthcare leaders to utilize Lean Six Sigma and "A3 Thinking" to improve the quality, safety, efficiency, effectiveness, and value of the patient experience.

ACHCA will offer a Lean Six Sigma, *A3 Thinking and QAPI Fundamentals* Intensive during the 22nd Winter Marketplace **December 4-6, 2015** in Las Vegas, NV. This 16.75 NAB Approved CE credit is limited to 40 participants so register early! [Click here](#) to register now and select the Lean Six Sigma Intensive when you check out.

Stay Connected - Click the icons below.



22nd Annual Winter Marketplace



As the 2015-2016 National Conference Planning Committee Chair, I hope all of you are making plans to attend the **2015 Winter Marketplace** in Las Vegas. We have a very strong and quality educational program planned to enhance your skills and knowledge as leading Long Term Care Administrators. Make sure that you plan to take time to network with fellow colleagues as well, which is one of the many benefits of your attendance at Winter Marketplace. Las Vegas also allows you the opportunity to relax and recharge your batteries.

We look forward to your participation and remember to add the 50th Annual Convocation and Exposition dates into your busy calendar. The 2016 Convocation will be April 15-20, 2016 in Philadelphia, PA.

To register for Winter Marketplace, learn more about the educational opportunities, or to check out Exhibitor/Sponsor opportunities, visit <http://connect.achca.org/wmp>.

Gary Riffe

Gary M. Riffe, FACHCA, Retired Certified Emeritus
Chair, 2015-2016 National Conference Planning Committee

Speaking Opportunities

ACHCA is currently accepting breakout session speaker proposals for our **50th Annual Convocation and Exposition** to be held April 16-20, 2016 in Philadelphia, Pennsylvania. The call for breakout session speaker proposals closes October 27, 2015. [Click here](#) for more information or to submit your proposal.

Save the Date

50th Annual

Convocation & Exposition

April 16-20, 2016 | Philadelphia Marriott Downtown | Philadelphia, PA



ACHCA
American College of
Health Care Administrators



Coming to Philly in 2016....

- ◆ Member & Early Bird Discounts
- ◆ Special ACHCA Room Rate at the Philadelphia Marriott Downtown
- ◆ Earn CE, Network with Your Colleagues, and Enjoy a Fabulous City
- ◆ Explore the City of Brotherly Love Just Outside the Conference Hotel
- ◆ Experience the Sights, Sounds, and Shopping in the Heart of Philly
- ◆ Exhibit and sponsorship packages available

Stay tuned for details - www.achca.org



ADVANCING EXCELLENCE IN AMERICA'S NURSING HOMES

October 5th in Atlanta, GA. Remaining stops for October, are in Chattanooga, TN; Nashville, TN; Louisville, KY; St. Louis; Oklahoma City; Dallas; Austin, TX; San Antonio; and Houston.

"Today I was engaged and interested, getting some good tools to take back. I would have gladly listened to more," exclaims the **Administrator Lynn Szender** of Mary's Woods Retirement Community, Lake Oswego, OR, who attended the first workshop. A nurse for 37 years, Szender reflected that she thought she knew everything there was to know about infection control, but walked away with some of the latest research and new steps for infection prevention.

Creating **CommUNITY ImmUNITY** is designed to break the web of infection. Simple, practical goals have been developed for every member of the health care staff, including housecleaning. **Director of Nursing Nancy Koerner** added, "It put infection control in a new perspective and my role, too."

The most recent findings about organizational infection prevention and the beginning of an elevated infection control program are offered to all who attend the **Disrupt Infections: Creating a Community of Prevention** workshops in 25 cities throughout the U.S.

Administrators can earn 2 CEUs at \$79. Sliding registration fee is available for others from the same care community, with the 4th and 5th persons free! Click [Disrupt Infections workshop](#) to register today.

ABOUT THE CAMPAIGN

The Advancing Excellence in America's Nursing Homes Campaign is a major initiative of the [Advancing Excellence in Long Term Care Collaborative](#). The Collaborative assists all stakeholders of long term care.

The Campaign helps nursing homes improve the quality of care and quality of life for the more than 1.5 million residents of America's nursing homes by:

- **FREE** tools and resources to support evidence-based quality improvement programs
- Establishing and supporting an infrastructure of Local Area Networks for Excellence (LANEs)
- Strengthening the workforce
- Improving clinical and organizational outcomes

Support the Campaign through [membership](#).

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.

Advancing Excellence has partnered with Kimberly-Clark to present the second leg of its national tour of **Disrupt Infections: Creating a Community of Prevention**. This popular ½-day workshop will be featured on the Fall tour dates of the Age of Disruption 2015 tour, with doors opening at 9 a.m. on

Call for Awards



The 2016 Call for Individual and Partner Awards and Chapter/District Achievement Awards are now open!

[Click here](#) for information about ACHCA Awards and to access award applications. For your nomination to be considered, please submit Individual and Partner Award nominations by **November 2, 2015** and Chapter/District Achievement Award applications by **December 21, 2015**.

Things Leaders Do

an article by Barb McEwen & John Agno

Today, we are all "knowledge workers." Yet, few companies have figured out how to share knowledge among employees whether to quickly integrate new staff, develop high potential employees or to fill the gap when workers retire or change assignments.

Progressive organizations are recognizing the critical importance of allocating time and resources towards developing their people – for present and future success.

The sad reality is that most employers aren't prepared.

Given the fact that the oldest of the 80 million-strong baby boom generation have begun to retire and collect Social Security, it is time to take this knowledge gap seriously. As boomers retire and head out the door, it is important that they share their tacit knowledge of the company culture with those employees who will remain active in the business.

The majority of Baby Boomers say they want to work in retirement, but U.S. companies are only just beginning to try to figure out how to accommodate that, according to a survey conducted for financial services firm Merrill Lynch & Co. They found that 71% of adults hope to work in retirement, with many looking for part-time jobs or an opportunity to move in and out of the work force---perhaps, during a period as long as 10 years. Asked how prepared their companies were for boomers reaching retirement age, just 24% said their companies were "on track" to deal with the retirements. Some 27% said they were "in the midst of preparing," 17% said they were just getting started, and 31% said their companies hadn't given it much thought.

To help organizations retain the Boomer generation's valuable knowledge, mentoring programs are linking older workers and retirees with current employees to help them understand the corporate culture. Some companies are using mentoring, social networking techniques, phased retirement programs and other innovative methods to link older knowledgeable workers and retirees to the company and its current employees.

What is mentoring?

Mentoring can occur naturally, informally or formally. It can be part of a formal program with a mutually agreed upon contract for meetings or other arrangements or it can last a lifetime.

Mentoring most often includes an exchange of wisdom, support, learning or guidance for the purpose of personal, spiritual, and career or life growth. In the workplace, mentoring is sometimes used where people are teamed up to achieve strategic business goals, or to retain a rising star, or to enhance leadership succession planning.

Early in a career, **John Agno**, Business Coach of Signature Inc. and **Barb McEwen**, Master Executive Coach and founder of 20/20 Exec-

utive Coaching, Inc. recommend an individual access mentors in three specific areas – an **operational mentor**, someone who is familiar with the operations of your specific industry, a **financial mentor** to give you a strong foundation in the industry's requirements and a **marketing/sales mentor** to round out the company's opportunities and challenges.

In addition, they recommend using an **executive or business coach**. One who is often less visible but very much present. Someone who works in concert with you to gain personal mastery, prevent blind spots, and improve all round leadership and management skills.

Mentoring takes on many forms. Mentoring can be a one-shot intervention or a lifelong relationship. It can be carried out informally, as relationships develop on their own, or formally as part of a highly structured program. One of the most common problems, especially with formal programs, is simply that the mentor and mentee are incompatible. Even the best intentions and most thorough questionnaires can't always identify what might really irritate you about the other person. Many companies have discovered that it is best for the mentee to choose his or her mentor rather than having the company do the matching.

Mentoring programs can be very helpful in achieving corporate objectives:

- Developing emerging leaders
- Retaining highly qualified employees
- Used as a recruitment tool
- Assist in getting new staffers up to speed
- Provide guidance on work-life balance, navigating company culture, handling conflict resolution and learning specific skills

What is Coaching?

Coaching is partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential. The coaching relationship is a strong, resilient, dependable and safe vehicle in which change can take place for the person being coached. It differs significantly from training, in that the focus is on the needs and desires of the person-being-coached. The coach uses purposeful dialogue and open-ended questions to pull information from the client in order to find out what is interfering with accomplishing their goals and then proceeds to provide the necessary guidance to enhance performance.

Coaches are trained to listen, to observe and to customize their approach to individual client needs. Our job is to help organizations and individuals launch the type of changes that will keep them ahead of the pack instead of being buried under the onslaught of issues. Coaching focuses on what corrective action needs to take place.

They seek to elicit solutions and strategies from the client; they believe the client is naturally creative and resourceful. The coach's job is to provide support to enhance the skills, resources, and creativity that the client already has.

Mentoring Continued

All areas of coaching are most often characterized by one-to-one interactions that often are provided through face-to-face or telephone conversations. These interactions share three essential core competencies: connection, clarification and commitment.

The mentor and mentee relationship is one of mutual benefit.

The mentor gains the satisfaction of helping develop the talent and mentees get access to "someone who has been there" as knowledge and experience is shared from one generation to another. Many successful people believe a key factor in their success was and is having a mentor or coach. Mentoring programs continue to emerge as a popular way for organizations to groom "high potential" employees for future leadership positions.

Here are FOUR TIPS

1. Identify your vulnerabilities. Create an age profile of your workforce by work unit or by function. Determine the average age of employees in each unit and identify who's likely to retire or leave the company for other reasons.
2. Identify types of knowledge at risk. Use interviewing and social network analysis software to find out what knowledge is most valuable. This will help you decide where to focus your knowledge-retention efforts.
3. Identify high potential employees. Ensure that each have a Personal Development Plan and the type of support required to get them to the next level.
4. Choose your tactics. Consider establishing both a mentoring and a coaching program to support the organizational objectives.

BARB McEWEN is a well-known Master Executive Coach and Organizational Development Consultant who works with senior executives from around the world to help identify and assess developmental opportunities for both organizations and individuals. Her unique, practical and powerful strategies make her easy to talk to and she has a way of demystifying what it takes to become more effective. Barb is accustomed to coaching both high-potential individuals and those requiring new skills to help them enhance their leadership competencies. Her coaching deepens the client's awareness of his or her unique strengths as a foundation for improvement. She helps them to gain personal insight and to recognize the requirements of the organization in which they work. Barb capably leads her clients through a process of setting realistic goals and then demonstrates how to achieve those goals in common sense and practical terms. Her toolbox of sensible strategies guarantees success. Contact Barb at barb.mcewen@2020executivecoaching.com or call Toll Free: 1-866-822-3122. www.2020ExecutiveCoaching.com

JOHN AGNO coaches senior executives, business owners and their management teams on how best to lead the company to where they want it to be. Previously, he had a successful corporate career in general management and management consulting. His behavioral enhancement focus allows the leader's perceptions to evolve through increased self-awareness while building upon what he or she does best to pull employees, peers, free agents and volunteers toward becoming comfortable with the language of personal responsibility and commitment. Agno is a certified executive coach (CEC) by the Worldwide Association of Business Coaches---the highest designation for business coaches. He is also a certified business coach (CBC) through the International Consortia of Business Coaches, a founding member of CoachVille and founder of the Coach-to-Coach Network, a virtual peer-to-peer community of 1,400 personal and business coaches worldwide. Within the coaching industry, Agno is a recognized thought leader, infomediary, facilitator, and guest speaker on the importance of effective leadership. www.MENTORINGandCOACHING.com

Order ACHCA Logo Merchandise



Purchase ACHCA shirts, mugs, hats, and much more, with proceeds benefiting ACHCA and its mission.

To purchase ACHCA embroidered shirts, visit the [ACHCA Lands End Store](#). To purchase

other promotional items (mugs, t-shirts, more) to support ACHCA, visit the [ACHCA Zazzle Online Store](#).

Want to customize a product for your chapter?
See something else you'd like us to make available?
Contact achcamarketing@achca.org.

Calling All Students



The Student Poster Exposition at Convocation gives undergraduate and graduate students from universities across the country an opportunity to present their scholarly work on a wide variety of topics from applied research with a faculty member or an innovative project with an ACHCA member. Students participate through oral presentations and poster displays. Throughout the conference, participants have the opportunity to interact with other students, faculty, and ACHCA members from across the country. [Click here](#) to learn more. Submit application for consideration by January 22, 2016.

Chapter News

On **October 1, 2015**, the **New Jersey Chapter** is co-sponsoring NJ LTC Leaders Coalition Conference entitled: "Preventing Avoidable Re-Hospitalizations: Where Do You Fit in the Quality Care Puzzle?" at the Crowne Plaza Hotel in Monroe, NJ. [Click here](#) for details.

On **October 4, 2015**, the **Indiana Chapter** will host a pre-conference dinner in conjunction with the LeadingAge Indiana Fall Conference in Indianapolis, IN. The topic of diabetes management will be hosted by Don Zettervall, BSPHarm, CDE, CDM, and be credentialed for one hour of IN HFA CE. The evening starts at 6:00 p.m. with introductions, networking and cocktails. The CE program closes at 7:30 p.m. Seating is limited to the first 30 registrants. Visit www.ACHCA-IN.org for more information!

The **Massachusetts Chapter** will hold its annual golf tournament on **October 9, 2015** at 12:30 p.m. at the Olde Scotland Links in Bridgewater, MA. Registration and lunch will be from 11:15 a.m. to 12:30 p.m. The awards ceremony, with heavy appetizers and cocktails, will take place immediately after the tournament. [Register here.](#)

Due to the overwhelming success of the ACHCA IN/KY Joint CE meeting "MDS in the Survey Process" Louisville, KY, the **Indiana Chapter** will be bringing nationally recognized speaker and subject-matter expert, Leah Klusch, FACHCA, to Indianapolis on **October 28, 2015**. Go to www.ACHCA-IN.org for more information.

Submit Your Chapter Events

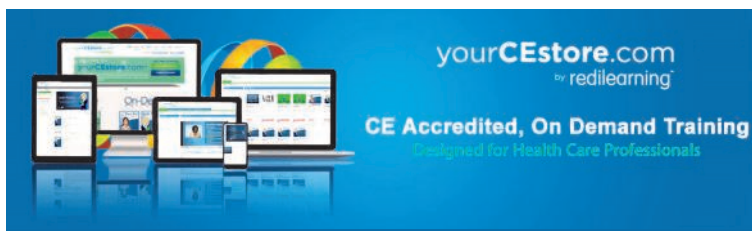
Submit your chapter event information to Chelsea Whitman-Rush at cwrush@achca.org. Chapter meeting and event information will also be posted and updated on the [ACHCA website](http://www.achca.org).

ACHCA Connect
connect.achca.org



Accessing ACHCAConnect

To login to ACHCAConnect, go to <http://connect.achca.org/home> and click the "Login to see members only content" link. Your username is the email address you used to register with ACHCA and your password is your last name in lowercase letters. If your name is hyphenated, the hyphen is included. For assistance or more information regarding ACHCAConnect, please email achcaconnect@achca.org.



New ACHCA Webinar Pricing - \$49 at YourCEstore.com

Leaders in post-acute and aging services care have several programs from ACHCA to help take business performance to new heights. ACHCA Members receive a discount at yourCEstore.com, use the discount code **achcavip2014** during check out and save!

PURCHASE NOW!

- Demystifying Change-The HMOs are Coming
- Top Ten Golden Nuggets for the SNF
- The New P.E.P.P.E.R. Reports: Understanding The Data & Risk
- Ethical Decision Making for Administrators
- Compliance and Beyond
- Stop Marketing, Start Engaging
- The Final Omnibus HIPAA Rule: Are You Ready? (complimentary)
- [Click here](#) to see more.

Brought to you by ACHCA in partnership with



Shop Online & Earn \$\$\$ for ACHCA

Shop for books, gifts and more through ACHCA's Amazon Online Store and a portion of the proceeds are received by ACHCA. [Click here](#) for the ACHCA Amazon portal or [click here](#) to visit the ACHCA bookstore. You can access the Amazon portal anytime from the ACHCA website - simply click the Amazon button on the left of the homepage.



Member Updates

May 1, 2015 – July 31, 2015

Advancement to Fellow

Bhakti Gosalia, FACHCA
John M. Thompson, PhD, FACHCA
Lowell Fein, FACHCA
Alfredo Alvarado, FACHCA

Newly Certified Administrators

Gary Trullinger, CNHA
Carolyn Lucke, CNHA
Stacey Hill, CNHA
Regina Bell, CNHA
Kevin Seabury, CNHA
Matthew Lessard, CNHA
Lisa Burk, CNHA
Richard Brady, CNHA
Carla Collins, CNHA
Nancy Pearson, CNHA
Andrea Hartley, CNHA

Retired Emeritus Certified

Daniel Farley, PhD, Fellow Emeritus, Retired Emeritus Certified

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](#).

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. [Click here](#) for more information or to apply.

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.

New Members

ACHCA Welcomes the Following New Members

May 1, 2015 – July 31, 2015

District 1 (Connecticut, Massachusetts, Maine, New Hampshire, Rhode Island, Vermont)

Barbara Aylward – Somerville, MA
Elizabeth DaRosa – North Providence, RI
Holly Giuditta-Deming – Plainville, CT
Matthew Hollingshead – Hull, MA
Marlene Johnson – W. Springfield, MA
Michael Lincoln – Foxborough, MA
James Murphy – Torrington, CT
Christopher Ryan – North Scituate, RI
Brian Schaefer – Stockholm, ME
Mary Tobin – New Milford, CT
Matthew Trombley – Old Town, ME
Anna Zambrano – Portsmouth, RI

District 2 (New Jersey, New York)

Sandra Adour – Bridgewater, NJ
Gisselle Aguirre – Malverne, NY
Jeanette Bunn – Penfield, NY
Joseph Calderon – Ridgewood, NJ
Joseph Dickson – North Brunswick, NJ
Susan Foley – Lakewood, NJ
Mary Getchell - NY
Jesse Ifrah – Lakewood, NJ
Nanetta Malone – Millstone Township, NJ
Richard Maloney – New York, NY
David Masini – Pelham Manor, NY
David New – Closter, NJ
Maria Perez-Rivera – New Windsor, NY
Natalie Rivera – Branchburg, NJ
Michael Tretola - Jamaica, NY
Elaine Trott – Rhinebeck, NY

District 3 (Indiana, Kentucky, Michigan, Ohio, West Virginia)

Thomas Adams – Oxford, IN
Tammy Beveridge – Nutter Fort, WV
Shane Blood – Lexington, KY
Rachel Chambers – North Olmsted, OH
John Datillo – Indianapolis, IN
Lisa Davidson – New Bremen, OH
ShaDonna Holston – Toledo, OH
Leah Julius – Indianapolis, IN
Dee Kostolich – Massillon, OH
Karen Lorenc – Flushing, MI
Shonna Love – Macomb, MI
Amanda Matheny – Madisonville, KY
Karl Moore – Louisville, KY
Hemmington Mwanza – Indianapolis, IN
Paragon Rehabilitation – Louisville, KY
Tina Petersmarck – Sterling Heights, MI

New Members Continued

Lana Presslor – Waveland, IN
Dean Ramsey – Galveston, IN
Mona Ruble – Avilla, IN
Wilma Satterly – Scottsburg, IN
Roberta Scott – Monterey, IN
Jamie Scott – Brighton, MI
William Selnick – Cincinnati, OH
Susan Skembos – Fort Wayne, IN
Patricia Slisher – Peru, IN
Amy Solis – Louisville, KY
Shawna Sopher – Peru, IN
Rhonda St Onge – Columbus, OH
Elmer Steier – Louisville, KY
Megan Sullivan – Springboro, OH
DeJanee Swindle – Taylor, MI
Jennifer Warner – Chesterfield, MI
Tunya Washington – Lennon, MI
Angel Webber – Delaware, OH
Suzanne Weigel – Nashville, IN

District 4 (Alabama, Florida, Georgia, Maryland, DC, Delaware, North Carolina, Pennsylvania, South Carolina, Virginia)

Ben Anderson – Kissimmee, FL
Judith Clark – Lake City, SC
Joel Clausen – Lancaster, PA
Kevin de la Torre – Fort Myers, FL
Lori Emert – Allison Park, PA
Hudson Garrett – Atlanta, GA
Linda Graver – Indian Rocks Beach, FL
Abeer Hamid – Burtonsville, MD
Geoff Hardy – Valdosta, GA
Stacey Hill – Douglas, GA
Lynis Howell – Metter, GA
Shawanna Jackson – Nottingham, MD
Aimee Kaye-Anderson – Pensacola, FL
Christopher King – Albany, GA
Naomi Marr – Altamonte Springs, FL
Catherine McChesney – Baltimore, MD
Erin Mitchell – Columbia, SC
Kaley Patterson – Sumter, SC
Tyler Price – Tallahassee, FL
Kevin Seabury – Mount Vernon, GA
Konde Sibande – Columbia, SC
Rosemene Sincere – West Palm Beach, FL
Gary Trullinger – Durham, SC
Douglas Venzie – Philadelphia, SC
Jeff Walrond – Mount Pleasant, SC
Paige Welch – Florence, SC

District 5 (Arizona, California, Colorado, Hawaii, Idaho, Kansas, Montana, Nebraska, Nevada, New Mexico, North Dakota, Northwest: Alaska/Washington, Oklahoma, Oregon, South Dakota, Utah, and Wyoming)

Reginald Allen – West Covina, CA
Mary Amick – Portland, OR
Barbara Archer – Portland, OR
Michael Boone – Edmond, OK
LaDeana Burrell – Stillwater, OK
Concordia University – Portland – Portland, OR
Ryan Cornelius – Glendale, AZ
Elizabeth DaRosa – North Providence, RI
Darren Glazer – Tulsa, OK
Patrick Gless – Fresno, CA
Alice Gohlke – Colorado Springs, CO
Denise Gray – Las Vegas, NV
Timothy Hicks – Okmulgee, OK
Mary Hull – Sacramento, CA
Amy Jones – Ardmore, OK
Darren Kasai – Kahului, HI
Jon Malone – Nowata, OK
Naomi McMillan – Peoria, AZ
Virginia Nolin – Cochise, AZ
Jeffrey Richardson – Centennial, CO
Jennifer Riggs – Rio Rancho, NM
Christopher Ryan – North Scituate, RI
Daniel Sheehan – Basehor, KS
Linatte Stephens – Mesa, AZ
Chris Sutton – West Valley City, UT
Dean Thomas – Yuma, AZ
Kay Turner – Sitka, AK
Lisa White – Edmond, OK
Donald Wilkins – Prescott, AZ

District 6 (Iowa, Illinois, Louisiana, Minnesota, Mississippi, Missouri, Tennessee, Texas, and Wisconsin)

Valerie Buniao – Berwyn, IL
Robin Chappell – South Fulton, TN
Michael Huisman – Apison, TN
Darly Joseph – El Paso, TX
Kris Martin – Ooltewah, TN
Kristi McDaniel – Houston, TX
William Nicholson – Austin, TX
Julie Pitsenbarger – Shoreview, MN
Elizabeth Quigley – Des Moines, IA
Timothy Roberts – TN
Alicia Schoch – Cape Girardeau, MO
Sylvana Shaffer – McDonald, TN
Rebecca Strawn – Lexington, TN
Deborah Trochta – Festus, MO
Anthony Ughetti – Bryan, TX
Thomas Woahloe – Saginaw, TX

Share Your News

New job? Won an award? Welcoming a child or grandchild?
Need prayers? Share news with your peers in eNews and
Continuum. Send member news items to
achcamarketing@achca.org.

Acknowledgment of 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 May 1, 2015 and July 31, 2015. Donations received after July 31, 2015 will be acknowledged in a subsequent issue of *Continuum*. Visit ACHCA's [Wall of Giving](#) for a list of all donors.

Michael Barry, CNHA, FACHCA
James Berg, Retired Emeritus Certified
Sharon Bixler, CNHA, FACHCA
Jody Bonura
Mardell Brandt, FACHCA
Ian Cordes, FACHCA
Phillip Crawford, FACHCA
Anthony Elspenger
Betty Farley, FACHCA, Retired Emeritus Certified
Lowell Fein, FACHCA
Angus Green
Peter Hayden
David Hicks
James Holland, PhD, CNHA, FACHCA
Amy Jones
Joyce Lamb
Richard Leboeuf
Jo Ann Lind, FACHCA
Brian McBee
Roger Myers
Kenneth Ogren
Ken Phillips
Kathryn Richardson, FACHCA
Russell Schwartz
Nicholas Thisse, FACHCA
Mark Tobin, FACHCA
John Waldron, FACHCA
Jennifer Warner
Gary Brent Waymire, CNHA, FACHCA
Richard Welch, FACHCA
Katherine Will, FACHCA
Steven Wolf, FACHCA
Bonnie Wood, CNHA, FACHCA

Thank You!

There are many ways to give to the American College of Health Care Administrators - [Click here](#) to visit our **Giving Website** for more information or to donate today!

- The Academy
- Fellow Promise
- Memorial or Tribute Gifts
- Mentoring Program
- Planned Giving
- Richard L. Thorpe Fellowship
- Sr. Joan Cassidy & Michael Cuseo Diversity Endowment Fund
- Student Development
- W. Phillip McConnell Student Scholarship Fund
- Year End Giving Campaign



Fellow Academy Promise - Are you a Fellow of ACHCA? Support your professional society and make a promise over 4 years. Make your first year gift payment today and ACHCA will invoice you each year for the next 3 years (2016, 2015, and 2016). [Click here](#) to make the Fellow Academy Promise!



Memorial & Tribute Gifts

A memorial gift offers a special opportunity to remember a deceased family member, friend or colleague with a donation to ACHCA. Tributes are a way to honor a friend or family member who is celebrating a special occasion, such as a birthday, wedding, graduation, or professional accomplishment, by making a gift to ACHCA. [Click here](#) to make a gift.

Keep Your Contact Information Updated

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

Enhance Your Professional Credibility

Professional certification is the formal process by which a certifying agency, such as 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. Interested in becoming certified? [Click here](#) for more information. To access the recertification application and the Executive Portfolio, [click here](#). For more information on recertification, please see the [ACHCA Certification Handbook](#)

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

Thank You to Our Partners

ACHCA 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 the partner logo to learn more about their ACHCA programs!



Business Affiliate Members

As an ACHCA **Business Affiliate Member**, companies have the opportunity to interact with post-acute and aging services leaders and stay on top of industry issues. For more details on the benefits of a Business Affiliate Membership, [click here](#). **STAY TUNED:** Changes are coming to the Business Affiliate Membership category to bring more value and engagement opportunities to supporting companies.

- Aegis Therapies
- APN Healthcare Inc.
- CARE Oklahoma
- Celtic Consulting LLC
- Concordia University - Portland
- Cornell Communications Inc.
- Direct Supply Inc.
- Functional Pathways
- Hamilton Insurance Agency
- Harmony Healthcare International
- HD Supply
- iNDIGO Health Partners
- J. Baumgarten Architect
- Management and Network Services LLC
- Marketing Essentials, LLC
- Monarch Risk Management
- Murtha Cullina LLP
- Omnicare of Connecticut
- Paragon Rehabilitation
- Pharmcare, Inc.
- Phoenix Rehab
- Procare LTC Pharmacy
- Pullman & Comley, LLC
- RediLearning
- Senior Rehab Solutions
- ServerusRM
- SigmaCare
- Ultimate Rehab, Ltd.

ACHCA Marketplace



The [ACHCA Marketplace](#) provides members with the guidance needed to make informed decisions regarding technology, resident care, and facility products/services in Senior Living. This user-friendly, online directory lets you search for products and services by category or company name.

Want to Advertise in Continuum?

Continuum is digitally distributed to members quarterly with a printed Spring issue. Choose from a full, half and quarter page advertisement. For more information and pricing, email achcamarketing@achca.org

Board of Directors & National Office

ACHCA National Office

Phone: (202) 536-5120

Fax: (866) 874-1585

Email: news@achca.org

Web: www.achca.org

ACHCA 2015-2016 Board of Directors

CHAIR

Michael Hotz, CNHA, FACHCA
michael.hotz.58@gmail.com | Connecticut

CHAIR ELECT

Stefan (Steve) Fromm, CNHA, FACHCA
sfromm@ethicahealth.org | Georgia

IMMEDIATE PAST CHAIR

Roxanne Galloway, CNHA, CALA, CAS, FACHCA
roxanne6185@me.com | Georgia

SECRETARY/TREASURER

Molly Savard, CNHA, FACHCA
msavard@thebradleyhome.com | Connecticut

EX-OFFICIO NON-VOTING DIRECTOR

Sharon Colling, CNHA, CALA, FACHCA
scolling@achca.org | Nebraska

ACADEMIC DIRECTOR

Douglas Olson, PhD, FACHCA
olsondou@uwec.edu | Wisconsin

DIRECTORS AT-LARGE

Terri Golec, FACHCA
tgolec@apple-rehab.com | Connecticut

Philip Jean, CNHA, FACHCA
pjean@harmony-healthcare.com | Maine

Rudolph (Rudy) L. Michalek, FACHCA
rudy.chris@sbcglobal.net | Florida

Ken Reynolds, CNHA, FACHCA
kenisright@aol.com | Tennessee

Mitchell Teller, FACHCA
mbteller@aol.com | New York

DISTRICT DIRECTORS

District 1 Director
Theresa Sanderson, CNHA, FACHCA
administrator@westhartfordhealth.com | Connecticut
Connecticut, Massachusetts, Maine, New Hampshire, Rhode Island, Vermont

District 2 Director
Kathryn Richardson, FACHCA
krchrdson@aol.com | New Jersey
New Jersey, New York

District 3 Director
Cydney Bare, CNHA, FACHCA
cbare1580@aol.com | Ohio
Indiana, Kentucky, Michigan, Ohio, West Virginia

District 4 Director
Eric Hadley, CNHA, CALA, FACHCA
e.hadley@premierSL.com | South Carolina
Alabama, Florida, Georgia, Maryland, DC, Delaware, North Carolina, Pennsylvania, South Carolina, Virginia

District 5 Director
Robert Lane, CNHA, FACHCA
rlane@bkd.com | Oklahoma
Arizona, California, Colorado, Hawaii, Idaho, Kansas, Montana, Nebraska, Nevada, New Mexico, North Dakota, Northwest (AK, WA), Oklahoma, Oregon, South Dakota, Utah, Wyoming

District 6 Director
Doyle Love, CNHA, FACHCA
doyle_love@cca.com | Tennessee
Arkansas, Illinois, Iowa, Louisiana, Minnesota, Mississippi, Missouri, Tennessee, Texas, Wisconsin

[Chapter Presidents](#)

[Committee Chairs](#)

National Staff

Sharon Colling
Interim President & CEO
(202) 680-9862
scolling@achca.org

Michelle Berry
Director, Operations
(202) 536-7807
mberry@achca.org

Elizabeth Lollis
Coordinator, Education and
Administrative Services
Extension: 5673
elollis@achca.org

Katie Lynes
Coordinator, Financial Services
(202) 525-6332
klynes@achca.org

Whitney O'Donnell
Coordinator, Member Services
and Development
Extension: 5678
wodonnell@achca.org

Becky Reisinger
Director, Membership & Business
Development
(202) 470-6446
breisinger@achca.org

Sauna Stevenson
Senior Coordinator, Credentialing Services
(202) 253-6522
ss Stevenson@achca.org

Chelsea Whitman-Rush
Coordinator, Membership &
Chapter Relations
(202) 680-0832
cwrush@achca.org

DISCLAIMER:

ACHCA Long Term Care Continuum is published 4 times each 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.