

# Long Term Care Continuum

October 2013 | Volume 11, Issue 3



**ACHCA**  
American College of  
Health Care Administrators

## Save the Date

### 20th Annual Winter Marketplace

November 15-17, 2013  
Hyatt Regency La Jolla at Aventine  
San Diego, CA  
[Click here to register today](#)

### National Long Term Care Administrator's Week

March 9-15, 2014

### 48th Annual Convocation and Exposition

April 5-9, 2014  
The M Resort Spa & Casino  
Las Vegas, NV

### 2014 Summer Leadership Conference

July 28 - August 1, 2014  
The Fairmont Southampton  
Southampton, Bermuda

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### Dear ACHCA Members:

It's hard to believe summer is over and that we will soon be gathering at our Winter Marketplace conference in San Diego, CA. As you know, WMP is taking a hiatus from Las Vegas this year (and next) so that we could have our Convocation 2014 in Vegas, at the lovely M Resort. It is hoped that this Convocation location in 2014 will draw record attendees. Be sure to mark your calendar for both WMP 2013 in San Diego and Convocation 2014 in Las Vegas. For more information about these conferences and other upcoming ACHCA conferences, please visit the [Events page](#) at [www.achca.org](http://www.achca.org).

As we reflect on the first six months of this Board year, it is noted that our committees, leadership and staff have made significant accomplishments to advance our strategic goals:

**ACHCAConnect:** We are very pleased with the launch of our new member networking community, [ACHCAConnect](#); several standing networking communities are available to you including our Peer2Peer Open Forum and Information Technology Support Group, and two focus specific groups were added: Student/AIT community and an Adult Day Care Community. Our Committees, Chapters, and Conferences also have active communities so please promote these networking communities to others and use them to connect, learn, and advance in your profession.

**Committee Handbook:** Since the restatement of the ACHCA Bylaws this April, committees have been hard at work to revise the official Committee Handbook. This Handbook contains the essence of how we manage our association through the use of our member volunteers. A copy of the ACHCA Committee Handbook can be found by visiting the General Committee Resources Library within [ACHCAConnect](#).

**AIT Preceptor Development Work Group:** We are proud to announce a new work group launched under the auspices of our Education committee. This work group will create an AIT Preceptor development curriculum which will: 1) provide support to our members who want to become qualified preceptors, while at the same time, give them an opportunity to "give back" to their profession, and 2) develop a much needed pool of AIT sites for our emerging administrators. This work group consists of practicing preceptors, academics, and state board representatives. Phil DuBois, CNHA, FACHCA is serving as the chair of this work group.

**Chapter Compliance/IRS Group Rule:** Our staff has been working diligently with our chapter and district leaders to help our chapters demonstrate viability and compliance. Staff is commended on their efforts to create an on-line annual chapter report that interfaces with our database. This will help to streamline the process going forward and help chapters to stay in compliance.

**Summer Leadership Conference:** We had a successful 2013 Summer Leadership Conference in Bermuda. Neal Petersen shared with the attendees how to persevere as a leader despite barriers that may arise. We have the 2014 summer leadership contract in hand and we will be studying future summer meetings locations.

**ACHCA Elections:** We will be starting the nominations process soon so our members are asked to recruit qualified candidates for our open positions which this year include election of Board members and officers as well as Nominating committee and Academy members, and a Professional Advancement committee chair. We will be looking for a multi-candidate slate going forward to provide choice for all elected



(continued from page 1)

positions. The Nominating committee will also be vetting all candidates for appointments, so please be thinking about committee chairs and board standing committee members (as noted in the Committee Handbook). It is our goal to do active succession planning for our entire national and chapter leadership positions to ensure continuity and sustainability in our association.

**2013 Awards process:** Do not miss the opportunity to show recognition to one of our many dedicated members in the field of long term care. ACHCA awards are inclusive of most areas of leadership and service that include individual, chapter/district, and scholarship. Please visit our newly launched awards page by [clicking here](#) or if you have any questions regarding awards, please email Karen Reynolds at [kreynolds@achca.org](mailto:kreynolds@achca.org).

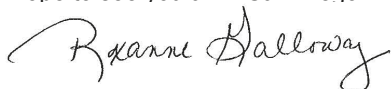
**The Professional Certification Program:** We just completed a certification value study. Results have been submitted to a professional journal, so stay tuned for more information that promotes the value of professional certification. Also, the Exam Development Subcommittee, chaired by Sharon Colling, CNHA, CALA, FACHCA is reviewing and revising the item test bank to ensure our certification exam is credible and reliable.

**Executive Leadership Series:** ACHCA continues to work in partnership with Redilearning to produce excellent webinars. [The Executive Leadership Series on ACOs](#) has done very well and has brought positive attention to the ACHCA brand. Stay tuned to our upcoming webinar being planned for November and will be presented by our own John Lyncheski, Esq.

We are extremely pleased with the progress we are making to advance our mission of leadership excellence. We depend on, and appreciate all the hard work of our chapter and national leaders and the work of our committees.

In closing, let us remember two departed members: 1) Andrew Fennelly, Fellow Emeritus, past board president and dedicated member, and 2) Eli Pick, CNHA, CAS, FACHCA a true example of a dedicated ACHCA member, passionate about professionalism, and advocate for our profession. They both truly believed in our mission and vision and will be sorely missed by ACHCA.

Hope to see you all in San Diego!



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



**Register Today**  
**20th Annual Winter Marketplace**

**ACHCA**  
American College of Health Care Administrators

**November 15-17, 2013 | Hyatt Regency La Jolla at Aventine | San Diego, CA**

**Coming to San Diego in November 2013!**

- ◆ Register at [www.achca.org](http://www.achca.org)
- ◆ Earn CE and Network with Your Colleagues
- ◆ Enjoy Endless Possibilities for Recreation and Relaxation



## Leveraging Your Professional Network

Belonging to one's professional society provides many benefits and opportunities. One perceived value of belonging to the American College of Health Care Administrators is a personal one: the one that spans the value continuum for novices and experts alike, the *desire to connect*.

To better serve our members, the 2013 ACHCA Board of Directors committed itself to providing a state-of-the-art networking community. Replacing the popular, but dated, Peer2Peer list serve is ACHCA-Connect which launched in April 2013.

## What is ACHCAConnect?

[ACHCAConnect](#) provides private, secure communities for our members to connect, share ideas and get fast answers to important questions. These interactive communities allow ACHCA members to find others with similar interests and create a network based on shared attributes. Through our Association Management System (AMS), CitySoft, member profiles are pre-populated with membership data so that community members can customize profiles, add pictures, educational information, and other content. Members can control the information they wish to share and how to share it. [ACHCAConnect](#) is powered by Higher Logic. Higher Logic delivers solutions so that our members can extend our organizational value and attract a new generation of global members and constituents.

## What is the value of ACHCAConnect to members?

[ACHCAConnect](#) provides our members with improved and expanded tools for networking and information sharing across multiple interest groups. As with any new technology, there may be a bit of a learning curve for individuals adjusting to the innovation but the national office stands by to help:

- ACHCA has an archive of very short (4 minute) tutorial videos that can be accessed on our [ACHCA Vimeo Video Site](#). Members can watch these tutorials to learn: network navigation skills; log in logistics; privacy settings; user profile management; and basics of joining a networking community.
- Members can learn more about ACHCAConnect by clicking on the video of choice within our [ACHCAConnect Vimeo Folder](#).
- Members may also contact our staff for assistance at [achcaconnect@achca.org](mailto:achcaconnect@achca.org) for those issues that are not addressed in the video snippets.
- A new member community, not already available, can be requested from the ACHCA Education Committee. Please visit <https://connect.achca.org> and login using your ACHCA credentials to download the new community request form.

## Who can members contact for more information?

For more information, contact Katie Lynes at [klynes@achca.org](mailto:klynes@achca.org) or Michelle Berry at [mberry@achca.org](mailto:mberry@achca.org). Both of these staff members will help members troubleshoot any issues they may have with this great new member benefit.

[ACHCAConnect](#) offers a viable benefit to both emerging and seasoned professionals seeking support, guidance, tools, and connections to support their evolving careers. Whether it is in creating networking connections, education, advancement, or opportunities for self-actualization, ACHCA stands by to support its members in achieving individual goals. Once our members are positioned in their careers, they may mature from the position of "what can my membership association do for me" to "what can I do to advance my profession"? ACHCA stands by to provide balance in that maturational membership dynamic.

ACHCAConnect will undoubtedly prove to be a great networking tool for both novice and expert administrators.

Go to ACHCAConnect at <http://connect.achca.org/> to learn more.

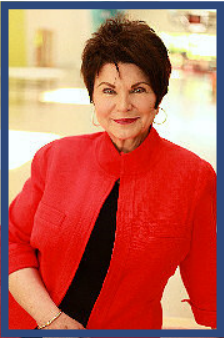
Marianna Kern Grachek, CNHA, CALA, FACHCA  
President & CEO, ACHCA

## Stay Connected - Click the icons below.



**ACHCA Connect**  
[connect.achca.org](http://connect.achca.org)





## Maximize Your Influence

**Mary Jane Mapes**

Do you ever lay awake at night wondering:

- Why don't people do what they commit to doing?
- Why does there have to be so much drama?
- Where's the commitment required to drive this organization forward?

If you've had any of the above thoughts, rest assured you're not alone. Whether serving on a board of directors, working with a client, or running a healthcare organization, you are bound to run into people who are difficult to deal with or who rub you the wrong way. The faster you learn to make the most of those relationships by challenging yourself, the greater the benefits.

I learned this lesson years ago while serving on a board. Maybe you can identify with me when I tell you about Milton.

My dislike for Milton was relentless. I couldn't find a single redeeming quality in him. He seemed caught in a permanent sneer, and the high-pitched whine of his voice made my teeth ache. Even his breath offended. He never met a clove of garlic he didn't like.

I found everything about Milton offensive, and he knew it. Thus, he became more of everything I resented. Seven years of serving on the same board-of-directors, putting up with his fanatical attention to detail, his opposition to anything I suggested, and his argumentative disposition tested my character to the breaking point. Finally, the time came when something had to change.

It was my year to be president of the organization, and I needed Milton's support to accomplish my goals. Aside from that, my conflict with Milton had created a conflict within myself. My feelings for Milton were in direct opposition to the person I believed myself to be: loving, gracious, and generous with all people. It was Milton who had to change. But I knew his change had to begin with me.

Although it didn't feel fair that I should have to make the first move, I knew deep fairness wasn't the issue. Growth requires change. If I waited for Milton to make the first move, I knew I'd only be more and more frustrated when it didn't happen. I had to be the catalyst. You've heard of taking the bull by the horns? Well, I had to take this PIG (Particularly Irritating Guy or Gal) by the tail.

As far as I was concerned, Milton's only redemptive trait was how lovingly he spoke of his grandchildren. To hear him tell it, they actually loved their grandfather. Unbelievable! He was influential with professional colleagues; his reputation as a college professor was positive. Many former students sought him out after they'd graduated. Incredible! My mission was to find in Milton some of what his children, grandchildren, colleagues and students found in him that was worthy of appreciation. It took all the imagination I could muster.

Register for the **2013 Winter Marketplace**  
and attend the keynote session presented  
By **Mary Jane Mapes!**

## CHALLENGE YOURSELF

I began by challenging myself to assume the best. I started by giving him the benefit of the doubt. This was not easy. When tempted to question his motives, I'd consciously shift my thinking to assume something more positive and explore his ideas by asking open-ended questions and listening to him. "What prompts you to say that, Milton? I'd like a better understanding of your thinking on the matter." Grudgingly, I was surprised to find that once I understood his rationale, it was easier to value his point of view.

Whenever he'd begin to dwell on the negative, I'd resist the temptation to tune him out, and instead, disciplined myself to respond with, "Milton, that doesn't sound like you; you usually find the best in a situation." His conversation would shift to more positive aspects of whatever was under discussion. If he actually said or did something I appreciated and wanted to see repeated, I'd say, "That's what I like about you, Milton. You..."

I learned not only to assume, but to acknowledge Milton's positive motives. For example, during a meeting at which he strongly opposed an idea I favored, my response was, "Milton, I know that your heart is in doing what's best for this organization. I'm wondering if you'd chair a committee to explore both sides of this issue and then come back and present a case for each?" He ran with the idea, and as a result, was able to fairly assess both sides of the issue. The bluster in his voice was gone, and in its place was the voice of reason as he calmly detailed the pros and cons.

If he criticized my idea, rather than react, I learned to say, "Thanks for your input, Milton. Tell me more." Once I offered no defense, no justification, the matter would be dropped almost immediately. Our relationship was maintained, and both of us could walk away with our heads high.

Over the years, Milton and I continued to serve on the same boards and committees, but our relationship moved from darkness into light. In place of disgust, there was trust. Instead of resistance, there was the desire to explore each other's viewpoint. Desire to do battle was replaced with genuine appreciation and concern for one another. I fully understood this when, in response to an email from me thanking him for the hard work he had done on behalf of our council, he wrote back a simple acknowledgment. It read: I love you, too, Mary Jane.

Milton retired a couple of years ago. I miss him.

*Mary Jane Mapes, CSP, an award winning leadership/communication strategist, helps leaders connect, communicate, and cultivate great relationships. Known for her powerful storytelling ability, Mapes transports her audience into the picture and leaves them with insights into the dynamics of human relationship- the bedrock of true leadership. Here storytelling ability is combined with energy, humor, authenticity, and audience interaction.*

*This article is a customized excerpt from her new book, You CAN Teach a Pig to Sing – Create Great Relationships...with Anyone, Anytime, Anywhere. She can be reached at (800) 851-2270 or by contacting her at [www.maryjanemapes.com](http://www.maryjanemapes.com)*

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# 20th Annual Winter Marketplace

Dear ACHCA Members:

As many of us begin to prepare for the winter months ahead, I want you to try and visualize two scenarios with me, as I look at two very different Friday mornings for an Administrator in the middle of November.

**Scenario 1:** It is Friday morning, and you have settled in your office at 8 AM. It has been a long week, and this morning you are greeted by the DON who informs you there were 5 call ins, a residents daughter is waiting for you to complain of more lost clothing, Medicaid recouped \$50,000 from you without notice (and it's payday), and you look out your window to see a 7 member joint State/Federal survey team walking up the sidewalk for a rare weekend survey as it begins to snow. Did I mention that it is not 8:30 am yet?



**Scenario 2:** It is Friday morning, and you have just spent your first night at the Hyatt Regency La Jolla in spectacular San Diego, California. Another 72 degree, sunny day is on tap, and you were able to connect with some peers the previous evening for great discussions. You glance at the day's schedule for Winter Marketplace and notice that your day will start with a stimulating and amusing keynote session entitled "You can teach a pig to sing". As you peruse the rest of the days schedule, you see you will have a hard time deciding among the excellent topics for the concurrent sessions, but figure that's a problem you are equipped to solve.



I don't know about you, but I'm picking Scenario 2. The thought of spending a three day weekend with my fellow professional Administrators in a beautiful setting and learning from a varied group of experts in the field is something that I just can't pass up.

This year Winter Marketplace has several significant changes and improvements:

- It is about 3 weeks earlier than usual, so avoids the busy Christmas schedule
- The venue has been changed to San Diego which offers spectacular weather, shopping, scenery and activities (although I'm pumped about returning to The M hotel in Las Vegas for Convocation in April).
- The Hyatt La Jolla, located in the city known as "The Jewel of the Pacific", offers incomparable beaches, shopping, dining, galleries and attractions. Come for education - stay for vacation.
- The schedule has been designed so the educational offerings end reasonably early both Friday and Saturday afternoon, to allow for a full evening of exploration and relaxation.
- The sessions end early on Sunday to allow travel home for those of you anxious to be in the office bright and early on Monday morning.



Please plan on joining us November 15-17th in San Diego. See you there. I have even included the registration link to help you find your way there! [CLICK HERE](#) to register or for more information!



Bob Siebel, CNHA, FACHCA  
Chair  
National Conference Planning Committee

## Thank you to our 2013 Winter Marketplace Sponsors & Exhibitors!

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eHealth Data Solutions  
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Harmony Healthcare International  
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### Joining Us in San Diego

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Advancing Excellence in America's Nursing Homes

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HD Supply Facilities Maintenance

Infinity Rehab

The Joint Commission

Partners Pharmacy

Pegasus Express Pharmacy

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Reliant Rehabilitation

Select Therapies

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# ACHCA Award Winners

ACHCA presented annual awards on April 13, 2013 during the awards luncheon at the 47th Annual Convocation and Exposition in Orlando, FL.



## ***Congratulations to ACHCA's 2013 Award Winners!***

### **Individual Awards**

Outstanding Member Award – Daniel Suer, FACHCA  
Education Award – Philip Dubois, CNHA, FACHCA  
Journalism Award – Vivian Tellis-Nayak, PhD  
New Administrator – Jose Luis Rojas Fernandez, CNHA, FACHCA  
New Administrator – Sheena Janse  
Public Service Award – Martin Bayne  
Business Partner – Parners Pharmacy, Cranford, NJ  
Honorary Fellowship – Dr. David B. Oliver, PhD  
Distinguished Nursing Home Administrator Award –  
Larry I Slatky, CNHA, FACHCA  
Champion Award – Maine Healthcare Association  
Chair's Award – Stefan H. Fromm, CNHA, FACHCA  
Chair's Award – Rudy L. Michalek, FACHCA

### **Chapter Achievement Awards**

Connecticut Chapter – Scholarship Award  
Kentucky Chapter – Professional Newsletter: Impact on Membership  
Maine Chapter – Education Leadership  
Maine Chapter – Health Care Reform Institute  
New Jersey Chapter – Chapter Leader Influence on the LTC Industry  
Oklahoma Chapter – Member Recruitment  
Texas Chapter – Chapter Website  
District 1 – Increasing Certified Administrators  
District 3 – Implementation of the District Meeting

### **W.Phillip McConnell Student Scholarship Fund**

*Sponsored by the Ohio Chapter*

Kevin R. Chamberlin – The Ohio State University  
Cristal Vincent – St. Joseph's College of Maine

### **Student Poster Session Scholarships**

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

Eric Anderson – University of Wisconsin – Eau Claire  
Mark Van Den Broeke – University of Wisconsin – Eau Claire  
Morgan Holien – University of Wisconsin – Eau Claire  
Heather Kjelstad – University of Wisconsin – Eau Claire  
Bridget Staberg – University of Wisconsin – Eau Claire  
Evan Weiske – University of Wisconsin – Eau Claire

### **Facility Leadership Awards**

Laurie Behrend – Windsor Skyline Care Center  
Deke Cateau – A.G. Rhodes Health and Rehab, Atlanta  
Donna Conley – Fellowship Manor  
Barry Friedman – Seaport 17<sup>th</sup> Care Center  
Diane Goncalves – Wingate at Springfield Rehab & Skilled Nurse  
Residence  
Annette Goodwin – Linville Court at the Cascades Verdae  
Donald Hayes – Briarcliff Haven Healthcare and Rehabilitation  
Center  
Emmanuel Ikomi – New England Homes for the Deaf, Inc.  
Craig Koff – VI at Lakeside Village  
Helaine Ledany, CNHA, FACHCA – Buckingham at Norwood  
Matthew Lessard – Heritage Rehabilitation and Living Center  
Belinda Leung – Marina Garden Nursing Center  
Paula Long Strunk, FACHCA – The Terrace Nursing & Rehabilitation  
Center  
Stephanie Malone – Lakeview Rehabilitation and Care Center  
Carol Mortensen – Caleb Hitchcock Health Center at Duncaster  
Tony Restaino, CNHA, FACHCA – A. Holly Patterson Extended Care  
Facility  
Robert Reyes, CNHA, FACHCA – The Wanaque Center for Nursing  
and Rehabilitation  
Julie Ridgeway, CNHA, FACHCA – Heritage Inn of Barnesville Health  
and Rehab  
Gretchen Sechio – Heritage Hills Nursing & Rehabilitation Center  
Roxie Severance, CNHA, FACHCA – Morrison Nursing Home  
Cynthia Smith – Appomattox Health and Rehabilitation Center  
Daniel Suer, FACHCA – Hillebrand Nursing and Rehabilitation Center  
Matthew Thompson – The Manor at Carpenters  
Dan Weingarten – Goldstar Healthcare Center of Inglewood  
Derrick Wheeler – Townsend Park Health and Rehabilitation

Do not miss the opportunity to show recognition to one of our many dedicated members in the field of long term care. The ACHCA awards committee is currently accepting nominations for the 2014 awards through **October 30, 2013**. [CLICK HERE](#) to learn more about ACHCA awards and nominate a candidate. If you have any questions regarding awards, please email Karen Reynolds at [kreynolds@achca.org](mailto:kreynolds@achca.org). Award winners will be recognized during the 48<sup>th</sup> Annual Convocation and Exposition to be held in Las Vegas, NV on April 5-9, 2014.

## **American College of Health Care Administrators**

*Promoting Excellence in Long Term Care Leadership*

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

Connect • Learn • Advance • Actualize • Lead

[www.achca.org](http://www.achca.org)

# Advancing Excellence

in America's Nursing Homes

## How Advancing Excellence, in Partnership with the Commonwealth Fund, is Improving Care for Our Seniors

Many people fear that they will one day be forced to live in a cold, unwelcoming nursing home. But by focusing on the quality of residents' lives, staff at many U.S. nursing homes are turning their facilities into warm and comforting environments for seniors. In a new video, Commonwealth Fund vice president Mary Jane Koren, M.D., explains how the Commonwealth Fund-supported Advancing Excellence in America's Nursing Homes campaign is helping to improve the lives of nursing home residents while saving money—and without cutting back services. [CLICK HERE](#) to watch this video now and share with your stakeholders!

## Advancing Excellence Helps with Process Improvement

The Domestic Lean Goddess video shows how the Plan-Do-Study-Act (PDSA) cycle, a common quality improvement method, can be used in an everyday domestic situation (why the children are always late for school). This six-minute video shows how applying the four steps of the PDSA cycle pinpoints the root cause and allows effective action to take place. This video helps nursing homes consider the multitude of ways in which the PDSA structure can improve processes. [CLICK HERE](#) to watch the PDSA Video now.

*ACHCA is a founding member of the Advancing Excellence Campaign. To learn more about the Campaign, [click here](#).*



ACHCA Members **Keith Knapp, PhD, CNHA, FACHCA**, President/CEO of Christian Care Communities, **Marianna K. Grachek, CNHA, CALA, FACHCA**, President/CEO of the American College of Health Care Administrators (ACHCA) and **Randy Lindner**, President/CEO of the National Association of Long Term Care Administrator Boards (NAB) shared their expertise as part of the legislative panel during the 2013 NELS Summit held in Washington D.C. June 24-27, 2013.

## 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.

## New Recertification Application Available Online

ACHCA has launched a new version of the online recertification application. As of October 1, 2013 ACHCA will once again require the submission of the Executive Portfolio to document the achievement of continuing education (CE) at the time of renewal. To access the new recertification application and the Executive Portfolio, [click here](#). For more information on recertification, please see the [ACHCA Certification Handbook](#)

— *Executive Leadership Series* —

***Navigating the ACO Network:  
How Will It Affect Operations, Referrals & Outcomes?***

**Visit the CE Store, today!**  
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**5 Sessions**  
**9 Top ACO Leaders**  
**NAB Approved**  
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OUR  
ACO  
LEADERS**



**Ron Present**  
CNHA, CALA,  
Principal,  
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Health Care Consulting  
BKD, LLP



**Eli Pick**  
CNHA, CAS, FACHCA  
Principal  
Post Acute Innovations PRS Dialysis



**Gina Zimmermann**  
Executive Director  
The Joint Commission



**Becky Trella**  
Vice President  
Advocate Post Acute Network



**Leah Klusch**  
RN, BSN, FACHCA  
Executive Director  
The Alliance Training Center



**Ronald J. DeBellis**  
Pharm D., FCCP  
Professor and Chair,  
Dept. of Pharmacy Practice  
Albany College



**Mike Billings**  
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## Team Support in Healthcare *Neal Petersen*

I am a solo racing yachtsman. However, in order to execute a campaign to race alone around the world requires huge efforts from a very diverse team. As the leader of a racing team, I approach my job much in the same way a music conductor oversees his orchestra. Healthcare leadership requires some of the same techniques. It takes a leader with a vision to create a team that will execute that vision while navigating the rapidly changing healthcare arena through these ever changing stormy seas.

In yacht racing, there are multiple moving parts that are happening in conjunction with each other. My job is to pull all the required expertise together and deal with the sometimes conflicting demands. To be effective in any race around the world requires substantial financial resources. These financial resources come in the form of sponsorships. Raising sponsorships is not unlike raising capital for a startup company, or growing long term care facilities. There are countless months of researching potential investors/sponsors, and building a network of leaders who can make the referrals to the right people. There are various teams involved in bringing the final project to fruition such as:

- A marketing team who can craft the appropriate proposals
- A legal team to ensure that a fair contract is negotiated once interest has been recognized
- A public relations team to help brand the product and set up media appearances prior to securing the sponsorship/investment in order to create the awareness, and launch a successful campaign in conjunction with the sponsorship/investment post signing

all before the starting gun fires.



Neal Peterson shares how changes that have occurred in senior living and healthcare are forcing leaders to look at health care in innovative ways during the 2013 Summer Leadership Conference in Southampton, Bermuda.

While this administrative business is taking place, and funds are becoming available, there is the preparation of the vessel. Pulling together a shore crew requires people with various disciplines in a balancing act with many egos. It is impossible for healthcare leaders to bring about substantive changes without managing very diverse groups of people and their needs. It takes many different people with

many different talents as well as personalities to get the job done in the most effective manner possible (e.g. the construction team who worked on the designing of the vessel had to work side by side with equipment manufacturers who may also be product sponsors. All these individuals must get along and have the same goal to get the project off the ground). Healthcare leaders are balancing a politically changing landscape while struggling to contain rising costs all while trying to grow their facilities and number of beds. Each division is similar to setting up their own racing teams, a leader with a support team, plugging into the larger organization, may often feel like a solo sailor out on the vast, impossible, ever changing ocean.



Summer Leadership Conference Program attendees John Dominic and Lynn Rosen discuss the need for effective leaders to maintain a successful work life balance during a group exercise.

The demands on the solo sailor mount as the race gets closer. Everything on the vessel has to be ready, including the decision on what spare parts are loaded, and the amount of meals for each leg, which are prepackaged for limited space, while other meals will require onboard preparation. Then there are the needs of the sponsors to be met with media and public appearances, visits to offices, taking their clients sailing, all focused on promoting the sponsorship and the participation in a global event, in the full focus of public scrutiny.

Finally, on race day, it is time for the leadership to execute everything the team has spent years preparing for. Each solo around the world race is every four years, and it takes almost all that time to assemble the right team, keep them working towards the common goal that is in the distant horizon. Keeping the right individuals and terminating non-effective team members goes with the territory to get the best talent one can afford. Throughout each leg, the team is on standby to offer advice on issues that transpire aboard. Media focus heightens as the race continues. This is comparable to individual long term care facilities who face the realities of having to plug into the demands and vision of the parent company while meeting the satisfaction surveys of the residents and their family expectations all while balancing the demands of regulators who can show up at any moment.

Once the vessel crosses the finish line, gears are shifted back to the team, who focus shifts to the logistics of repairing broken gears during the stop over, substantial press demands along with the event and corporate appearances, re-provisioning the vessel and gaining rest. During the 1998-99 around the world race, more than 120 peo-

(continued from page 9)

ple collectively were involved in my syndicate. I may have been alone at times on my vessel, but I was never without the support of an incredible team of very talented individuals who ensured our success of getting a vessel around the globe in grueling weather conditions as I battled it out on the high seas with my fellow competitors. It is with this same spirit that today I continue to create teams as I work, not just as a motivational speaker, but also as a global investor, not unlike many of you who navigate the waters of healthcare.

At the completion of the race we all got to celebrate victory – because without a shore crew my ability to get around the world would have been impossible. Teamwork is a must to accomplish the goal at hand. To lead is an honor, but one that comes with great obligation and responsibilities.

In today's healthcare arena, we need to have people across all departments who are not afraid of the ever changing wind shifts, with its constant storms of regulation or doldrums of revenue growth. Every organization has people, who feel like solo sailors, but their assets are in their treasure chests for success creation, and adaptability is their fuel to navigate forward.

During the 2013 Summer Leadership Conference, we explored personal development, leadership and problem solving, while navigating together these uncharted waters. We may be solo sailors, but we have a finish line that cannot be crossed alone. We included some conference photos that we hope you enjoy!

*An award-winning author and extreme adventurer, **Neal Petersen** is an inspirational keynote speaker, a thought-leader, and a master storyteller, sharing real life examples of how he overcame insurmountable barriers by turning “perceived” disadvantages into advantages—and then into opportunities. His captivating and empowering “No Barriers – Only Solutions” keynote demonstrates to others how success is realized—through innovation, balancing risk against return and being flexible enough to adapt to shifting winds. To contact Neal, please visit his website at <http://www.nealpetersen.com/>*

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## 48th Annual Convocation & Exposition

April 5 - 9, 2014 | The M Resort Spa & Casino | Las Vegas, NV

**Coming to Las Vegas in 2014!**

- ◆ Member Discounts - Registration will Open Fall 2013
- ◆ Special ACHCA Room Rate at the M Resort Spa & Casino
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- ◆ Transportation to/from the Las Vegas Strip
- ◆ Exhibit & Sponsorship Opportunities Available

**Stay Tuned for More Information - [www.achca.org](http://www.achca.org)**

## ***Dimensions of Long Term Care Management: An Introduction*** by Dr. Mary Helen McSweeney-Feld and Dr. Reid Oetjen

**Book Review by James C. Williamson, PhD**

This book, *Dimensions of Long Term Care Management: An Introduction* by Dr. McSweeney-Feld and Dr. Oetjen is well written, comprehensive and informed. Chapter features such as the “critical concept” and “case study” make the topics relevant, easy to comprehend, and compels the reader/student to apply the concepts presented throughout the chapters.

The chapter focused on human resources (*Part III – Management Issues*) was especially impressive as it difficult to find comprehensive, quality material on this subject and this covers this exceptionally well.

It was also encouraging to see the comprehensive discussion of Hospice, Palliative and End of Life Care (*Part II*). Coming from a company where integrated services for senior adults is the standard, Part II does a complete and accurate job of discussing the various Care Settings for Long Term Care Services.

Within each chapter, the text engages the student/reader with a “for discussion” section to review concepts and clearly defines the overall learning objectives. Overall, this is a VERY comprehensive text and a complete reference guide to the Long Term Care Industry. I highly recommend this as a reference for all newly emerging and veteran leaders within the field.

**Note:** Book reviews included within *Continuum* are the opinions expressed of the reviewer within the book review and are not endorsement of the book by ACHCA.

## ***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](mailto:news@achca.org).

## ***Order ACHCA Logo Merchandise***

YOU can 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](mailto:achcamarketing@achca.org).

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Advance  
Actualize  
Lead*

## ***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.

**amazon.com**<sup>®</sup>

## Chapter News

The **Maine Chapter's** Second Annual Fall Conference will be held on Friday, **November 1st** at Saint Joseph's College. [Stay tuned](#) for more information. Plan to bring your business & billing staff with you.

The **Connecticut Chapter** and Connecticut Association of Health Care Facilities will sponsor an Educational Conference & Trade Show on Wednesday, **November 13th** from 9:30am-3pm. 1.5 CEUs will be offered to Nursing Home Administrators for their attendance at the Educational Program. [Stay tuned](#) for more details.

The **Connecticut Chapter** will hold its semi-annual meeting/holiday luncheon on **December 6th** at the Inn at Middletown, Middletown CT. Nationally known blogger and activist Jonathan Pelto will speak. Michael Hotz, Vice-Chair of ACHCA, will attend and present updates from National. For further information contact Kathy Pajor, President, CT Chapter: [kpajor226@aol.com](mailto:kpajor226@aol.com).

The **New Jersey Chapter** presents "The Nursing Home Administrator's Survival Guide for 2014" on Thursday, **January 23, 2014** at the Masonic Home of New Jersey, in Burlington. Gail Radar will be presenting. Registration cost is \$35 for members (any state), \$95 for non-members, and \$10 for students. For more information contact Michael Hotz at [michael.hotz.58@gmail.com](mailto:michael.hotz.58@gmail.com).

Save the Date: The 5th Annual **District 3** Conference will be held **February 19-21, 2014** at the Rising Sun Casino in Indiana.

The 2014 **New York Chapter** Convention is **March 9-12, 2014** at Villa Roma Resort & Conference Center in Callicoon, NY. [Stay tuned](#) for more details.

## Member News

Our condolences to family and friends of **Cindi Barry** of the New York Chapter who passed away in June.

Kudos to **Tim Dressman, CNHA, CALA, FACHCA** and the staff at St. Leonard in Centerville, Ohio on being selected by Dayton Business Journal as one of 15 recipients of the Healthiest Employers Award.

ACHCA lost a leader and pillar member as **Andrew Fennelly, Fellow Emeritus**, of New Hampshire passed away in May. He served in several leadership positions on the ACHCA Board in the 1970s and 1980s including President in 1981-1982. He also held leadership positions for The Foundation (now the Academy). He will be sorely missed!

Kudos to **Susan Gilster, FACHCA** who was recently interviewed by the *New York Times* about Alzheimer's and Aggression. [Click here](#) to read the article by Paula Span, author of *The New Old Age* blog for the Times, which describes the difficulties families and facilities face when a person with Alzheimer's or dementia responds with anger and physical aggression.

Congratulations to **Dr. Doug Olson, FACHCA** who was recently promoted to Professor, Health Care Administration Program at the University of Wisconsin - Eau Claire.

**Eli Pick, CNHA, CAS, FACHCA**, a true example of a dedicated ACHCA member, passionate about professionalism, and advocate for our profession passed away July 30<sup>th</sup>. He served in several leadership positions with ACHCA including the Governor of Region VI 1995-1997, President of the Illinois Chapter 2010-2012, and on several committees (Awards, Cultural Diversity, Nominating, Academy Steering and the IT Task Force). Mr. Pick was the recipient of the Distinguished Service to ACHCA Award in 1999 and 2003.

**John Pratt, FACHCA** retired from Saint Joseph's College of Maine on June 30<sup>th</sup>. He will remain as an adjunct faculty member teaching a couple of classes. John has been at SJC since 1989, leading the Long Term Care Administration and Health Administration programs. In 2010, John served on the ACHCA Board as the Academy Director and was Chair of the Education Committee. Under his guidance, ACHCA developed the licensure course that is available to chapters. He received our Education Award in 2008 and the Journalism Award in 2010. He was instrumental in rejuvenating the Maine Chapter and wrote their newsletter. He was truly engaged with ACHCA at the chapter and National level and had several articles published in Long term living magazine about ACHCA activities. We wish him well in his retirement.

Congratulations to **Jon Rarick, FACHCA**, Executive Director of The Alois Alzheimer Center in Cincinnati, and staff for recently receiving perfect survey results from the Ohio Department of Health. This is Alois' seventh consecutive year deficiency-free surveys. [Click here](#) to read the full press release.

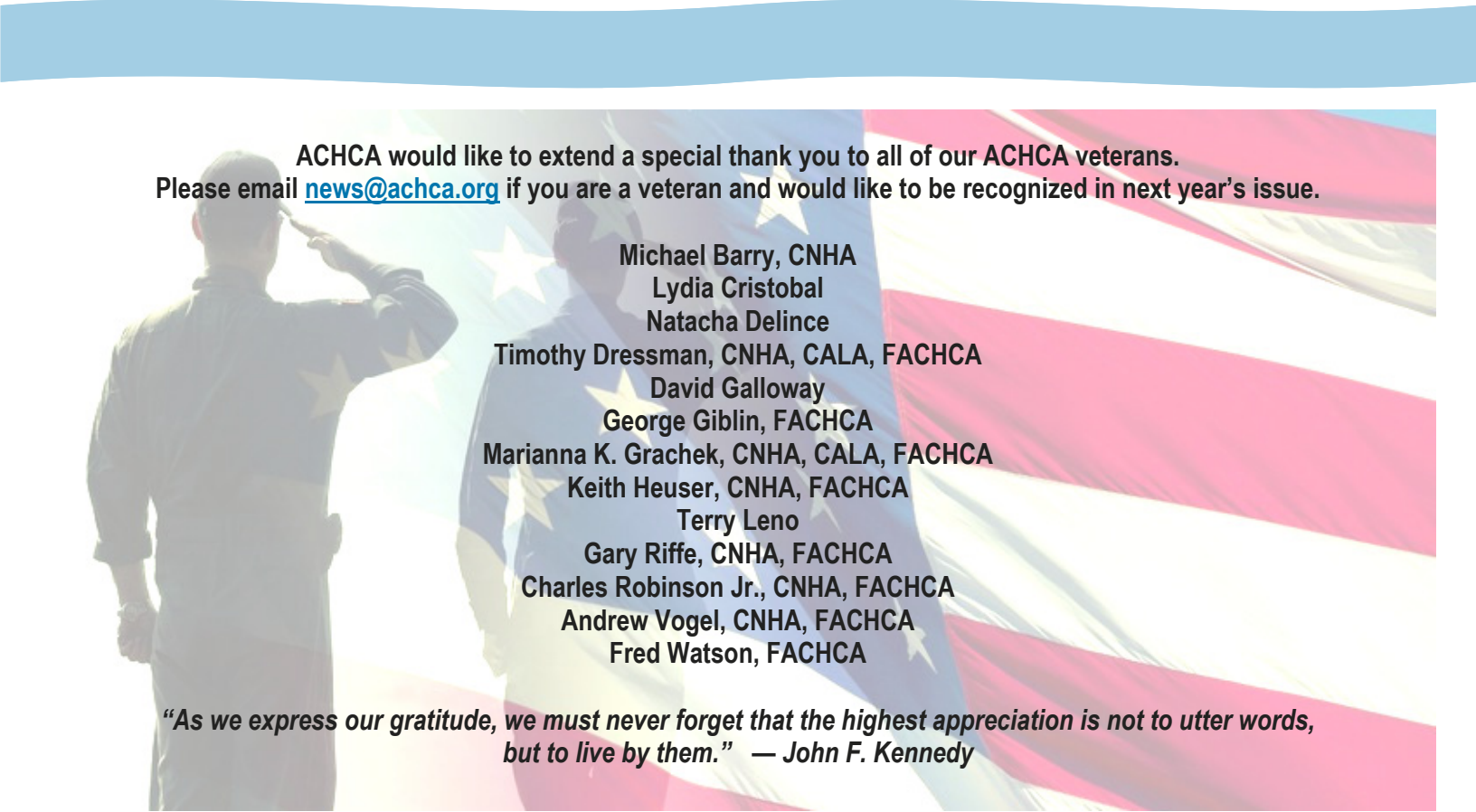
Kudos to Ohio Chapter member, **Brenda Wirrig**, who has volunteered to serve assisted living communities as a representative on the OCAL Board.



### 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](mailto:news@achca.org).



ACHCA would like to extend a special thank you to all of our ACHCA veterans.  
Please email [news@achca.org](mailto:news@achca.org) if you are a veteran and would like to be recognized in next year's issue.

Michael Barry, CNHA  
Lydia Cristobal  
Natacha Delince  
Timothy Dressman, CNHA, CALA, FACHCA  
David Galloway  
George Giblin, FACHCA  
Marianna K. Grachek, CNHA, CALA, FACHCA  
Keith Heuser, CNHA, FACHCA  
Terry Leno  
Gary Riffe, CNHA, FACHCA  
Charles Robinson Jr., CNHA, FACHCA  
Andrew Vogel, CNHA, FACHCA  
Fred Watson, FACHCA

*"As we express our gratitude, we must never forget that the highest appreciation is not to utter words, but to live by them." — John F. Kennedy*

## Acknowledgments

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 all donations received between **February 1, 2013 and July 31, 2013**. Donations received after July 31, 2013 will be acknowledged in a subsequent issue of *Continuum*.

Holly Argent-Tariq  
Captain Properties  
Daniel Cavolo  
Phillip Crawford, FACHCA  
Paul Duranczyk, FACHCA  
Scott Edens, CNHA, FACHCA  
Daniel Farley, CNHA, FACHCA (*In memory of Andrew Fennelly*)  
Bill Glass, CNHA, CALA, FACHCA  
Terri Golec, FACHCA  
Joanna Gorczyca  
Angus Green  
James Holland, CNHA, FACHCA  
Michael Hotz, CNHA, FACHCA  
Bina Hribik-Portello, CNHA, FACHCA  
Cynthia Lehtinen  
Ronald LaNeve, FACHCA  
Eli Pick, CNHA, CAS, FACHCA  
John Rarick, FACHCA  
Kenneth Reynolds, CNHA, FACHCA  
Julie Richard  
Susan Strutner  
Lisa Tranel  
Kathey Young

**Memorial or Tribute Gift** - 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 your gift today.

**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 (2014, 2015, and 2016). [Click here](#) to make the Fellow Academy Promise!

**Support The Academy** - Categories of support have changed. We are working on a new donation webpage and materials. Please [click here](#) to donate using the membership form.

**David B. Oliver Legacy Society** - Established to create a significant financial base to enable ACHCA's leaders to fulfill the organization's mission of advancing excellence in long term care leadership. [Click here](#) for more information.

### ***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](mailto:membership@achca.org)

## *Advancement to Fellow (February 1, 2013 – July 1, 2013)*

Cydney Bare, CNHA, FACHCA  
Toni Lynn Davis, CNHA, FACHCA  
Melanie Eaton, CNHA, FACHCA  
Matt Mauthe, CNHA, CALA, FACHCA  
Louis Neiman, Fellow Emeritus

## *Newly Certified Administrators (February 1, 2013 – July 1, 2013)*

Amy Brown, CNHA  
Ronald Cheli, CNHA  
Veronica Coyle, CNHA  
Toni Lynn Davis, CNHA, FACHCA  
Virgil Foley, CNHA  
Michael Gore, CNHA, FACHCA  
Louis Kass, CNHA  
Rhonda McDonald, CALA  
Matthew Murray, CNHA  
Roxie Severance, 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](#).

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.

## *ACHCA Welcomes the Following New Members (February 1, 2013 – July 1, 2013)*

Floyd Adams - Omaha, NE  
Youssef Ahmed - Lancaster, PA  
Russell Alexander - Butler, NJ  
Tina Alsup - Hamilton, MS  
Jose Amado - Brownsville, TX  
Okechukwu Anagbor - Fort Worth, TX  
Colleen Ankrom - Surprise, AZ  
Patsy Arline - Griffin, GA  
Setona Armstrong - Northport, NY  
Alyssa Arndt - Green Bay, WI  
Amy Ash - Americus, GA  
John Attaway - San Antonio, TX  
Barbara Bailes - Phoenix, AZ  
Manuela Barney - Anthem, AZ  
Marie Barney - Lunenburg, MA  
Brian Barton - Wilmette, IL  
John Baumgarten - Jericho, NY  
Laura Beard - Holiday, FL  
Janae Beaudot - Esko, MN  
Laurie Behrend - Salinas, CA  
Ruth Benjamin - Midland, MI  
Ian Bernard - USAF Academy, CO  
Michele Bisiacchi - Hoboken, NJ  
Ladel Blackmon - Florissant, MO  
Luvenia Blair - Van Buren, AR  
Caroline Bloom - Athens, OH  
Shapiro Blum - West Hartford, CT  
Josef Bogdan - Mount Laurel, NJ  
Jacob Bompastore - Simsbury, CT  
Shannon Braaten - Wray, CO  
Cory Brewster-Greenstein - Baltimore, MD  
Anthony Brice - Rock Hill, SC  
Charles Broomall - Somers Point, NJ  
Mary Lou Brown - Myrtle Beach, SC  
Geri Bryant - Jonesport, ME  
Rodney Buch - Amana, IA  
Ronnie Burgess - Maplewood, NJ  
Natalia Burke - Columbus, OH  
J.Edward Burleigh - Dowingtown, PA  
Stephen Burroughs - Biscoe, AL  
Britania Butler - Florence, AL  
Susan Buxton - Webster, NH  
Dena Castricone - New Haven, CT  
Michelle Cayton - Carson, CA  
Dylan Chambers - Elk River, MN  
Howard Chandler - Laconia, NH  
Ralph Chandler - Plainfield, NJ  
Dawn Chiabotti - Eveleth, MN  
Munju Chung - Rancho Cucamonga, CA  
Cynthia Clark - Hudson, FL  
Heather Clinkenbeard - Newalla, OK  
Maria Coleman - Danville, IL  
Randy Comer - New Lexington, OH

## New Members (continued)

Kristi Conoly – Bainbridge, GA  
DeDe Cookson – Forman, ND  
Kate Cotter – Little Suamico, WI  
Ralph Cowart – Statesboro, GA  
Helen Cribb – Georgetown, SC  
Mia Crotti – Jessup, PA  
Christine Crawl – Eureka, CA  
Robert Daigle – Andover, CT  
Donovan Dame – Cadiz, KY  
Laurie Danielczuk – Mattawan, MI  
Mary Daubery – Vienna, IL  
Don Davanzo – Avon, CT  
Lisa Davies – Peachtree City, GA  
Clint Davis – Dalton, GA  
Jennifer Davis – Somerset, KY  
Marsha Dean – Jackson, MS  
Tara Degan – Goshen, NY  
Gary Denig – Wapakoneta, OH  
Shaylynn Derouchie – Douglasville, GA  
Danielle DeVincenzo – Hillsdale, NJ  
Marci Jo Diehl – Cincinnati, OH  
Tami Doepke – Ada, OK  
Stephanie Doering – Concord, NC  
Kristine Donnelly – Middleboro, MA  
James Dugger – Mesa, AZ  
Toya Dunlap – Columbia, SC  
Andrew Durako – Wilkes Barre, PA  
Brittany Edelen – Rardtown, KY  
Beverly Edwards – Louisville, KY  
Linda Ehrenfels – Cheshire, CT  
Neil Eisikowitz – Lawrence, NY  
Nancy Escalada – Salem, MA  
Rita Etchu – Ypsilanti, MI  
Keitta Evans – Warrenton, GA  
Emmanuel Fai – Rochester, NY  
Mark Farran – Bolivia, NC  
Rosemarie Fenchel – Florham Park, NJ  
Danielle Ferestad – Mukwonago, WI  
Jacquelyn Fessler – Indianapolis, IN  
Timothy Fields – Elgin, IL  
Jonathan Fink – West Hartford, CT  
James Flach – Cleveland, TN  
Brian Flaxman – West Hartford, CT  
Jill Flinders – Plymouth, NH  
Kevin Fluehr – Botavia, OH  
Barry Friedman – Santa Monica, CA  
Carrie Gallahan – Peru, IN  
JoAnne Gattoni, Golden, CO  
Pamella Gaye – Savannah, GA  
Andrea Gee – Leander, TX  
Maren Gemar – West Fargo, ND  
Kevin Gendron – Naugatuck, CT  
Margarita Gentry – Haltom City, TX  
Jim Gilliam – Hamilton, GA  
Ryan Gilmartin – Erie, PA  
Joanna Gorczyca – Union, NJ  
Bhakti Gosalia – Sun City West, AZ  
Dennis Graf – Peoria, AZ  
Katrinia Greenhalgh – Pelham, NH  
Shelly Griffith – Brush, CO  
Abby Grossa – Las Vegas, NV  
Thomas Grubs – Temperance, MI  
Jennifer Hahn – Oakwood, OH  
Marcus Hall – Fort Worth, TX  
Anna Hanson – Peterson, MN  
Kathleen Hare – Glassboro, NJ  
Patricia Harris – Kansas City, MO  
Ben Haufmann – Stevens Point, WI  
Donald Hayes – Atlanta, GA  
Keshia Hayes – Camden, SC  
Nicole Hayes – Fortatkinson, WI  
Christie Hicks – Hamilton, NJ  
Caitlin Higgins – Mickleton, NJ  
DeeAnna Hill – Martinez, GA  
Keri Hilliard – Dowling Park, FL  
Cody Holloway – Bay City, TX  
Susan Holmes – Swannanoa, NC  
Matthew Honeycutt – Gainesville, GA  
Phillip Hopkins – Victoria, TX  
Stephanie Horozewski – Muskego, WI  
John Hovey – Snohomish, WA  
Cathy Howe – Cookeville, TN  
Kenneth Huhn – Cleveland, OH  
Marc Hurst – Noblesville, IN  
Mohamed Hussain – Windsor, CT  
Benard Ikeokwu – Jacksonville, FL  
Alise Ionashku – Chattanooga, TN  
Mandy Ireland – Sahuarita, AZ  
Steve Izzo – Livingston, NJ  
J. Baumgarten Architect – Jericho, NY  
Sabrina Jackson – Atco, NJ  
Reid Jacobs – Lewisville, TX  
David Jenson – Sebring, FL  
Jaclyn Jezierski – Andover, MN  
Brenda Johns – Keystone, IN  
Judy Johnson – Bedford, IN  
Marlene Johnson – W. Springfield, MA  
Calvin Jones – Cerritos, CA  
Wade Jones – Aiken, SC  
Rachel Karp – Millville, NJ  
Mark Kasziner – Lakewood, NJ  
Sandra Kay – Jenks, OK  
Chette Kendrick – Grovetown, GA  
Audrey Keys – Wheeling, IL  
Grace Kidney – Edison, NJ  
Christopher Kincade – West Lebanon, IN  
Kathryn Kindopp – W. Chesterfield, NH  
David Kirkland – St. Charles, MO  
Denise Kish – Wyckoff, NJ  
Emily Kjelstad – New Hope, MN  
Craig Koff – Lantana, FL  
Catherine Kuettel – Falcon Heights, MN  
Ingrid Kunding – Madison, WI  
Mary Jo Kurtz – Ridgewood, NJ  
Margaret Labrecque – Northfield, NH  
Jeffrey Lacroix – Auburn, ME  
Ella Lafleur – Carencro, LA  
Matthew Lagos – Sutton, NH  
Marilyn Lamberti – Belleville, NJ  
Andrew Landsman – Moodus, CT  
Rosemarie Lankford – Collinsville, IL  
Tina Lane – Millen, GA  
Aharon Lantzitsky – Brighton, MA  
Kathryn Lasewicz – Southbury, CT  
Rebecca Lawson – Seward, AK  
Theodore Lee – Manchester, NH  
Marc Lei – Bridgeport, CT  
Paige LeGate – Eau Claire, WI  
Robert Lenox – Munsonville, NH  
Jennifer Little – Myrtle Beach, SC  
Michael Lincoln – Foxborough, MA  
Beth Lind – Liberty Township, OH  
Kenneth Lindstrom – Kingsford, MI  
Jeffrey Lingerfelt – Rugby, ND  
George Lorah – New Oxford, PA  
Trudy Lowe – Centre, AL  
Carolyn Lucke – Statesboro, GA  
Steve Lutkenhoff – Cincinnati, OH  
Thomas MacDonald – Cincinnati, OH  
Linda Mackey – Fayetteville, GA  
Chris Maffei – Aberdeen, NJ  
Lisa Mailloux – West Kingston, RI  
Patrelle Major – Augusta, GA  
Chet Malanowski – Ocala, FL  
Jennifer Malone-Seixas – Pleasantville, NY  
Stephanie Malone – East Patchogue, NY  
Ben Mandelbaum – Howell, NJ  
Elizabeth Marco – Willington, CT  
Nechama Markowitz – Averte, NY  
Naomi Marr – Apopka, FL  
Jennifer May – Newark, OH  
Meaghan Maynard – Statesboro, GA  
Herald McBride – Henderson, NV  
Stewart McFadden – Highlands Ranch, CO  
Gloria McGowan – Dothan, AL  
Lori McIntire – Manchester, NH  
Sally McKee – Iberia, MO  
Jennifer McManaman – Bellerose Village, NY  
Robert McQueen – Canton, OH  
Gail McRae – Coral Springs, FL  
Susan Meadows – Saint Anthony, IN  
Michael Meadows – Saint Anthony, IN  
Robert Mechling – Eagle Mountain, UT  
Israel Melnicke – Brooklyn, NY  
Bryan Merrell – Cheyenne, WY  
Christopher Miller – Granby, CT  
Austin Miloszewicz – Plover, WI  
Jonathan Mingle – Irving, TX  
Tammy Miranda – St. Ann, MO  
Chris Mirando – Las Vegas, NV  
Andrew Moore – Orange Park, FL

## New Members (continued)

Jason Moore – Los Angeles, CA  
Justin Moore – Columbus, OH  
Jaimee Moran – Platteville, WI  
John Moreno – Parker, CO  
Richard Morgan – Grants, NM  
Katherine Morley – Lodi, WI  
David Moskowitz – Bayside, NY  
Christopher Myers – Fishers, IN  
Scott Myers – Austin, TX  
Elizabeth Naple – Omaha, NE  
Kris Neff – Aitkin, MN  
Lance Nickles – Lima, OH  
Heather O'Banion – Bowling Green, KY  
Claire O'Brien – Far Rockaway, NY  
Kevin O'Connell – Canaan, CT  
Andre Ogden – Somerville, MA  
Kathy Olmstead – Tecumseh, MI  
Kenneth Opara – Casa Grande, AZ  
Christopher Osborn – Olathe, KS  
Mohamed Othman – Murrells Inlet, SC  
Elizabeth Pacheco – Oakdale, CA  
Chaleta Paige-Williams – Canal Winchester, OH  
Michelle Pandolfi – Rocky Hill, CT  
Dominic Papillo – Trenton, MI  
Tara Payne – Mooresville, IN  
Kelly Pelletier – Hillsboro, NH  
Cyril Perez – Los Angeles, CA  
Mordechai Perlow – Lakewood, NJ  
Luella Perot – North Chicago, IL  
Nina Peschka – Norman, OK  
Cami Peterson-DeVries – Sacred Heart, MN  
Norma Pezzelli – Woonsocket, RI  
Brian Phillips – Williamsburg, IA  
Steven Phillips – Ada, OK  
Cayla Piehl – Appleton, WI  
Brenda Pierce – Prescott, AZ  
Curtis Polzin – Prairie Farm, WI  
Tess Pridal – Taunton, MN  
Lauren Prifogle – Brownsburg, IN  
Anne Purington – Concord, NH  
Arjun Purvis – Vail, AZ  
Thomas Ranstrom – West Springfield, MA  
Larry Rast – Corpus Christie, TX  
Sherri Reed – Weston, WV  
Jeremy Reissman – Far Rockaway, NY  
David Rhodes – Arlington, TX  
Tina Richardson – Torrington, CT  
Jaime Richey – Marshall, IL  
Kenneth Ritter – Baton Rouge, LA  
David Roberts – Haltom City, TX  
Jamie Robinson – Jonesboro, AR  
Howard Rosen – Jamaica, NY  
Deborah Rutland – Neeses, SC  
Jeffrey Ryan – Norton, OH  
Zenny Sagun – North Cape May, NJ

Lori Saidleman-Yoh – Cincinnati, OH  
Leeann Sanders – San Bernardino, CA  
Ralph Santiago – Clinton Corners, NY  
Raji Sasidharan – Elmwood Park, NJ  
Shua Sauer – Flushing, NY  
Benjamin Schiano – Guilford, CT  
Nicole Schmidt – Port St. Lucie, FL  
Jeffrey Schmidt – Red Oak, IA  
Jeffrey Schwartz – Hudson, NH  
Michael Sciara – Jericho, NY  
Senior Planning Services – Howell, NJ  
Shauna Shafer – Fort Wayne, IN  
Krunal Shah – Jersey City, NJ  
Janet Shahan – Wolcott, CT  
Elaine Shank – Ft. Wayne, IN  
Michelle Shank – Baton Rouge, LA  
William Sheldon – Charlotte, MI  
Cindy Shemansky – Burlington, NJ  
Kelli Shepherd – Charleston, SC  
Pamela Shepperd – Monroe, CT  
Melvin Sherbert – Fort Lewis, WA  
Rebecca Shoop – Pittsburg, PA  
Kristen Simas – Bridgton, ME  
Georges Similien – Miami, FL  
Phillip Simmons – Ada, OK  
Jeffrey Slattery – Hicksville, OH  
Afra Smith – Fort Worth, TX  
Cynthia Smith – Appomattox, VA  
Julie Smith – Cincinnati, OH  
Generra Smith – Bloomfield, NJ  
Edmund Smith – Gilbert, AZ  
Michael Spencer – Philadelphia, PA  
Sara Spencer – Wray, CO  
Jason Srock – Reynoldsville, PA  
Rebecca Stacy – Indianapolis, IN  
Matthew Stephenson – Dewey, OK  
Neil Stern – Howell, NJ  
Bonnie Stevens – East Brunswick, NJ  
Sheila Stevens – Waycross, GA  
Loralee Stewart – Colorado Springs, CO  
Daniel Stiles – Forgan, OK  
Rhonda Stovey – Flint, TX  
Susan Strutner – Massillon, OH  
Stephanie Studnicka – Columbia, SC  
Tamara Sturdevant – Dewey, AZ  
Elizabeth Sullivan – Holyoke, MA  
Eleanor Tache – Fresh Meadows, NY  
Laura Tasky – Medaryville, IN  
Jason Taylor – Aiken, SC  
Jennifer Tew – Middleton, RI  
George Thomas – West Hartford, CT  
John Thompson – Washington, DC  
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Phone: (202) 536-5120

Fax: (866) 874-1585

Email: [news@achca.org](mailto:news@achca.org)

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

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## National Staff

### Marianna Grachek

President/CEO

Direct: (202) 630-4729

[mgrachek@achca.org](mailto:mgrachek@achca.org)

### Sue Anagnostou

Coordinator, Special Projects

[sanagnostou@achca.org](mailto:sanagnostou@achca.org)

### Michelle Berry

Director, Education & Operations

Direct: (202) 536-7807

[mberry@achca.org](mailto:mberry@achca.org)

### Elizabeth Lollis

Coordinator, Administrative Services

Extension: 5673

[elollis@achca.org](mailto:elollis@achca.org)

### Katie Lynes

Coordinator, Financial Services

[klynes@achca.org](mailto:klynes@achca.org)

### Whitney O'Donnell

Coordinator, Member Services

Extension: 5678

[wodonnell@achca.org](mailto:wodonnell@achca.org)

### Becky Reisinger

Director, Membership & Business

Development

Extension: 6446

[breisinger@achca.org](mailto:breisinger@achca.org)

### Karen Reynolds

Program Coordinator, Education &

Professional Advancement

Extension: 5674

[kreynolds@achca.org](mailto:kreynolds@achca.org)

### Shauna Stevenson

Coordinator, Credentialing Services

(202) 253-6522

[sstevenson@achca.org](mailto:sstevenson@achca.org)

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