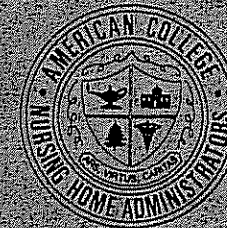


HISTORY AND HANDBOOK

OF THE

AMERICAN COLLEGE OF NURSING HOME
ADMINISTRATORS



Edited by Carl A. Becker



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The official seal of the American College of Nursing Home Administrators (shown above) has much symbolism.

Within the circle of the seal, by quarters clockwise from the top left, it shows **The Urn Lamp**, universally accepted as a symbol of knowledge and learning; **The Church**, symbolic of the continuing need for the Eternal God, without whom the College could not accomplish its mission; **The Caduceus**, the wand of Hermes or Mercury, the messenger of the gods, used as a symbol of the medical profession; and **The Evergreen**, used as a symbol for citizens who are 65 years of age and older. The medical caduceus is the staff of Aesculapius, the god of healing in Greek mythology who is said to have been the founder of the first temple for the care of the sick and the aged.

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FOREWORD

In 1962 a group of farsighted professionals in the field of gerontology saw the need to prepare for the rapid growth of this profession, which has a recorded history of more than three thousand years of effort to extend the length and to enhance the quality of life in later years. And so, the American College of Nursing Home Administrators was founded.

The 1960's and 1970's were years of struggle as we coped with the normal growing pains of a new organization. Because ours is a world of rapid change, those first few years were an endurance race as we dealt with never-ending regulatory controls, mountains of bureaucratic red tape, and dramatic escalation in costs. The majority of the nursing homes were providing good care but, as is often the case, those giving poor care received widespread publicity. As the Moss reports swept across the country, a blanket indictment of all long-term care facilities seemed to result. The backlash from bad press was felt by every administrator. With renewed determination to become a beacon of light, the American College of Nursing Home Administrators worked even harder to develop educational programs that would help every administrator achieve a higher degree of professional excellence. The success of these programs has been phenomenal, as recent statistics demonstrate. In 1980, 5,282 people attended 104 seminars presented by the College, and even higher attendance was expected for 1981.

Any feelings of distrust that might have existed between the professional society and the trade associations were dispelled at the Annual Convocation in Seattle in 1980. The Presidents of the American Health Care Association, the American Association of Homes for the Aging, and the National Council of Health Centers, all Fellows of the American College of Nursing Home Administrators, accepted an invitation to speak at the Convocation. This marked a significant milestone in cooperation among the four organizations. Since that time, leaders of these groups have met regularly.

The strength of any professional organization is in the spirit of its volunteers. ACNHA has been blessed with an abundance of dedicated people who have been willing to give of their time and expertise. Their numbers are far too great to give them the credit they deserve here, and it is possible that this history has unwittingly overlooked some. Those persons who have served over the years deserve the gratitude of all members who have benefited from their service. Handling the details of the College's operations, now spread over 12 Regions and 47 Chapters (Hawaii and Nevada in 1980), requires much manpower.

Now that implementation of the long-awaited certification program is becoming a reality, the time seemed ripe for a history of the College to be written, before some of the important facts were forgotten or lost. Dr. Carl A. Becker of Racine, Wisconsin, one of the founders of ACNHA, was

the one person who had both the necessary expertise for this task and a knowledge of the significant events that had occurred during the life of the College, and he graciously consented to undertake this monumental task.

Space does not permit a full account here of Dr. Becker's enormous contribution to ACNHA and to long-term care. This history will reveal a very modest account of his role in the College. Those of us who know him, however, do not need reminders of this outstanding man's accomplishments. Dr. Becker continues to be a behind-the-scenes driving force in the society, and we will always be indebted to him for his unparalleled concern for the elderly and infirm and for his generosity in sharing his time and knowledge so that others might benefit.

The main purpose of this history is not just to discuss where we have been, but to help us to understand the mistakes and achievements of the past, as we continue to progress toward our goals of professional excellence.

Dell Hagan, FACNHA
President, ACNHA, 1980-81

PREFACE

The American College of Nursing Home Administrators is a strong, influential professional association. With more than 6,300 members, many of them administrators of facilities for the elderly, the College has significantly contributed to upgrading and professionalizing institutional health care, especially for the elderly.

Today the College speaks with authority both within and outside the health care professions. Thousands are enrolled in its continuing education programs each year. Its opinions are requested by universities and colleges, by medical practitioners, by government, and by church and social service organizations. Professional and trade associations in health care and allied fields also turn to the College for counsel and assistance. And health care administrators today, in both the nonprofit and proprietary sectors, are eager to join and grow with us.

The College's position has not always been so strong. The College was founded in response to shocking conditions in nursing homes, minimal educational standards for administrators, and a crying need for better health care facility administration. Some people entered the field because they saw the necessity for greater psycho-social-spiritual emphasis in an intergenerational administration in a fragmented society; others saw great profit potential in a new and burgeoning field. This history of the American College of Nursing Home Administrators is an attempt to chronicle as accurately as possible the establishment and growth of the College and its Foundation. It is not a history in the true sense of the word. I am not a historian, and I did not have the time, inclination, or budget to make numerous trips to the national headquarters in Washington, D.C., to dig into old files and try to locate missing names, addresses, phone numbers, meeting minutes, and other pertinent documents. Although archives are practically nonexistent for the earliest years, fortunately, memories are available, distorted as they may sometimes be by hindsight.

There are some gaps in the story because of the lack of records or substantiating materials. The College's past Presidents and executive officers, as well as the current Executive Vice President, were invited to contribute their personal recollections to this history. Unfortunately, not all were able to respond by the time of publication. Furthermore, I could not include everything or list all those who played roles in the College's growth. And I freely admit to having dealt somewhat gently with some of our blacker moments, headaches, and heartaches. This is no time for blame, when the results we see today are so praiseworthy.

I acknowledge my indebtedness to many, and particularly to Dell Hagan, 1980-81 President of the College; for entrusting me with this assignment and encouraging me in it. I am also particularly grateful to

our distinguished Executive Vice President, J. Albin Yokie, and to all those who contributed their personal recollections.

I also acknowledge with thanks the assistance of the editorial committee, which consisted of Dell Hagan, 1980-81 President of the College; J. Albin Yokie, Executive Vice President; Peggy Savage, one of the first members of the College and for years a Governor; and Susan Allen, Patricia Brown, and Janet Smith, staff of ACNHA. These persons checked the manuscript and helped with editing.

I am indebted additionally to Margaret M. McCreay for her "Evolution of Nursing Homes, a Historical Report," Lawrence Groulik for the release of the early history of the College, and to Richard Faught, Executive Director of Kissimmee Good Samaritan Retirement Village in Florida, for his personal and staff assistance.

My very special thanks to Vickie, my wife, who has for years been my inspiration and colleague in everything I do.

I also wish, on behalf of the College, to thank Ross Laboratories for their contribution toward the cost of the production of this historical document.

In conclusion, I would like to comment on a problem I experienced in constructing this history. Titles, honors, and degrees are appropriately abundant among our distinguished membership and the speakers at our Convocations. I have tried to note titles and degrees where appropriate without cluttering up the manuscript with FACNHA's, Ph.D.'s, Th.D.'s, and other academic and professional status symbols. Also, it was not always possible to determine correct titles. If anyone has been slighted, be assured the slight was inadvertent.

My apologies for any errors or omissions.

PART I

The Founding Years

Rev. Carl A. Becker, D.D., FACNHA
Cofounder and former President, ACNHA
Director Emeritus, Lincoln Lutheran of Racine, Wisconsin, Inc.

It was inevitable that the American College of Nursing Home Administrators should be born. The Social Security Act of 1935 had given the United States government a clear mandate to aid the needy and the elderly. In fact, human services as we know them today really trace their origins back to that monumental Act of Congress.

The almshouse—often an outmoded and disreputable county institution—branded its residents like cattle, and demonstrated little concern for privacy, dignity, or quality of care. Its primary concern was the amount of tax dollars allotted. Though it was the primary long-term care mode available, it was totally unable to cope with America's growing, graying population.

To be sure, here and there were scattered nonprofit facilities, owned and administered by fraternal groups or religious societies, whose stated or unstated concern was tender, loving care. The Roman Catholic Church had many facilities. The Evangelical Lutheran Good Samaritan Society, a church-related corporation, administered the greatest number of Protestant facilities. Yet these were relatively few in number.

Proprietary (for-profit) facilities were just beginning to appear on the scene when World War II broke out and the priorities of many nations turned to survival. After the war, prodded, no doubt, by the numbers of war-wounded, the U S government moved to provide both facilities and model programs. The Hill-Burton Survey and Construction Act of 1946 gave impetus to an effort to provide more nursing homes and homes for the aged. By 1950, Congress had established an Old Age Assistance Program. By 1954, the Hill-Burton Act had been passed to provide federal funds for building both public and private nonprofit nursing homes and homes for the elderly. Then, in 1956, the American Federation of Labor (AFL) and the Congress of Industrial Organizations (CIO) won a new community-based social benefit: The Community Health Services and Facilities Act authorized out-of-hospital community services for the chronically ill and the aged, and funds for nursing home construction.

The growing consciousness of unmet social and health needs and the American entrepreneurs' vision of a potentially huge industry combined to produce a flurry of activity. The result was a greatly increased number of facilities for the ill and the elderly, both proprietary and nonprofit.

Although the two types of facilities, for-profit and not-for-profit, worked together at times, they soon found themselves in active competition. The need for concerted action and interaction in the young industry became abundantly evident and, in 1958, the first National Conference of Nursing Homes was held. Licensure, codes, rules and regulations, architectural designs, equipment, food service, mortgage money, and reimbursement rates were now concerns of all facilities and their administrators.

Then, suddenly, the industry exploded with growth, but the motives of some industry participants were suspect. As a result the American Association of Homes for the Aging was founded; this organization appealed to many fraternal and religiously-related nonprofit organizations, but less strongly to the proprietary segment.

Obviously there was a need for an association that would rise above the profit-nonprofit dichotomy in the existing national organizations—an organization that would—

- create and seek adherence to a professional code of ethics;
- promote the basic dignity of patients, their privacy, and their rights to quality care;
- motivate true professionalism;
- set educational requirements for administrators;
- provide structured continuing education; and,
- through sheer excellence of administration, gain respect as a setter of the highest professional standards for the social health industry, nursing homes, and homes for the elderly.

Few, if any, people were better acquainted with the prevailing situation in the proprietary sector than Alton E. Barlow of Canton, New York. Owner and administrator of one of the better New York facilities, he was President of the American Nursing Home Association. His constant travel as President brought him face-to-face not only with the problems of nursing homes, but also with the ever-increasing pressures of government; with exploitive “big business,” which had already become a power in the developing care industry; and with social-minded educators and planners. He recognized the conditions existing, saw need for action, and was amenable to suggestions.

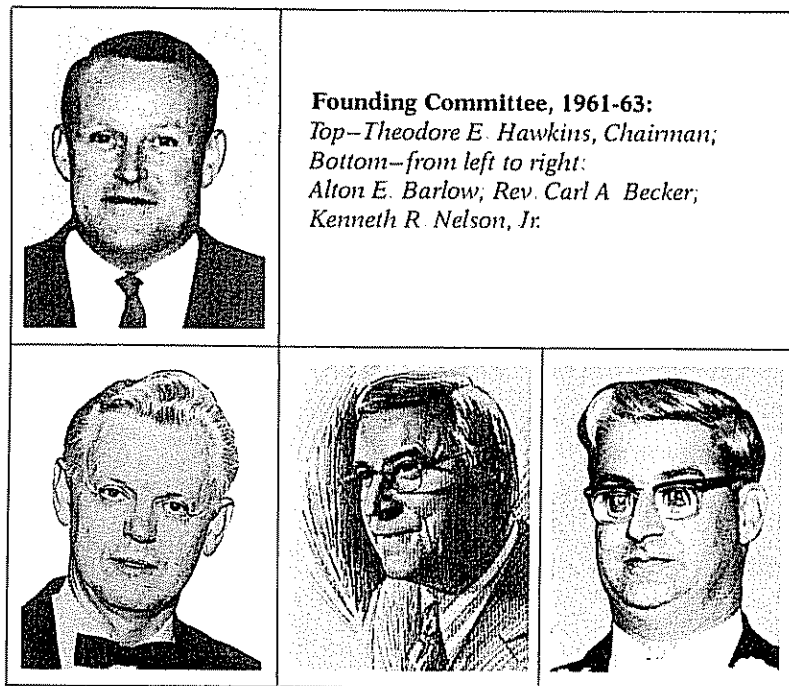
Meanwhile, in the Midwest, Carl A. Becker, a Lutheran clergyman and Executive Director of Lincoln Lutheran of Racine, Wisconsin, Inc., a rapidly growing complex of eldercare, felt that a national effort was essential and had to be implemented quickly. The new industry’s direction needed to be changed, and the industry unified and controlled through social-health considerations and systematic upgrading of administrators. He felt this could only be accomplished through an umbrella organization that would welcome into its ranks administrators and all other persons who were caring for the aged. He envisioned an independent organization, patterned somewhat after the American College of Hospital Administrators. This organization would invite all who were interested in quality of care for the aged to participate in structured, continuing professional education. He wrote to Alton Barlow, urging him to appoint a committee to create and sponsor such an independent organization. Then, at Barlow’s request, Becker submitted a rough draft of the structure of the proposed organization and suggested it be called the College of Nursing Home Administrators.

At the same time, Kenneth R. Nelson, Jr., of the United States Public Health Service, came to a similar conclusion based on the developmental history of his own department. What was needed, he felt, was upgrading

of the entire nursing home industry. He, too, contacted Barlow and expressed his enthusiasm for an organization that would result in the development of truly professional administrators.

Early in 1961, Barlow scheduled an October meeting with Becker, Nelson, and Theodore E. Hawkins, a Massachusetts nursing home administrator. He appointed Hawkins as chairman. At the meeting the men decided there should, indeed, be an independent College established. All proposals and existing materials pertinent to founding such an organization were reviewed and given to Attorney John Pickens of the law firm Ovington, Falcinelloe & Ovington, with the request to set up Articles of Incorporation in the District of Columbia. On November 7, 1962, the American College of Nursing Home Administrators (ACNHA) was formally incorporated. Signing the Certificate of Incorporation were Attorney Pickens and two law clerks, Edith H. Miller and M. Joseph Stoutenburgh.

While news of the new organization spread rapidly, eight months passed before Chairman Hawkins called a meeting of the College. Barlow appointed Louise Broderick, a political power on the California nursing home scene, to the Founding Committee. Meeting on July 11, 1963, in the law offices of Dawson, Griffin, Pickens & Riddell, the committee and Counselor Pickens formally founded the American College of Nursing Home Administrators. The five committee members were empowered to transact the business of the College under authorization given in the Certificate of Incorporation. They were elected to hold membership as



Founding Committee, 1961-63:
Top—Theodore E. Hawkins, Chairman;
Bottom—from left to right:
Alton E. Barlow; Rev. Carl A. Becker;
Kenneth R. Nelson, Jr.

Fellows by waiver of all criteria. They reviewed, altered, and eventually adopted the Constitution and Bylaws as prepared by Counselor Pickens. Dues of \$10 per year were adopted.

At Alton Barlow's suggestion, Theodore Hawkins became President of the new organization; Carl Becker, Vice President; Louise Broderick, Secretary-Treasurer; and Kenneth Nelson, Chairman of the Credentials Committee. The officers adopted a policy that the President of the American Nursing Home Association (and later the President of the American Association of Homes for the Aging) would be an ex officio member of the ACNHA Board. Newly named ACNHA President Hawkins submitted a design for an ACNHA "key," which was accepted by the Board. In anticipation of a membership drive, Counselor Pickens was instructed to obtain a post office box in Washington, D.C. The Treasurer was instructed to open a bank account and purchase necessary office and record-keeping supplies. Since there were, as yet, no funds in the treasury, all past and accruing expenses of officers were designated eligible for future reimbursement. To establish a bank account for the fledgling organization, each of the officers contributed \$25.

On August 12, 1963, the new American College of Nursing Home Administrators and its original officers met jointly with the American Nursing Home Association (ANHA). It was a very brief meeting without an agenda. Discussions centered on the future growth of the College and the need for action. Joining the ACNHA were Lawrence Groulik, President of Insurance Planning Consultants, Inc., of Racine, Wisconsin, a firm serving the Illinois and Wisconsin nursing home associations; Sydney Nathans, M.D., of Chicopee Falls, Massachusetts, a leader in geriatrics and administrator of his own nursing home; and Dr. John Edwin Scott, of Alexandria, Virginia, a physician who was Deputy Chief of the Nursing Home Branch of the U.S. Public Health Service. Now the ACNHA membership numbered eight. The newcomers, because of their stature in the nursing home industry, were also designated Fellows.



First Executive Committee (Appointed), 1963-65, from left to right: Theodore E. Hawkins, President; Rev. Carl A. Becker, Vice President; Louise Broderick, Secretary-Treasurer.

At the joint meeting with ANHA, there was also discussion about preparing a display for the Mid-America Nursing Home Conference to be held in Chicago in November. Becker was asked to prepare this display. He and Lawrence Groulik were authorized to prepare and have printed the ACNHA's first brochure. College pins and tie tacks were also ordered as a result of this meeting.

In line with the College's avowed goal to upgrade the credentials of nursing home administrators, Kenneth Nelson, Jr., the Chairman of the Credentials Committee, and Committee members Alton Barlow, John Scott, and Sydney Nathans formulated a weighting system for evaluating education and experience of nursing home administrators being considered for membership in the College. The following point system was proposed:

One year of college or junior college education	6 points each
R.N. (Registered Nurse) Certificate	10 points
C.P.A. (Certified Public Accountant) Certificate	10 points
L.P.N. (Licensed Practical Nurse) course	3 points
Two weeks (consecutive) approved nursing home training	2 points
Six years of continuous employment in the health care field	1 point

Persons who were being considered for membership would be required to have 12 points by any combination. The honor of rank as a Fellow would require 24 points by any combination, with the exception that the continuous employment (experience) point would not be counted after the first full year of College operation.

On November 24, 1963, a special meeting of the Executive Committee of the Board (consisting of the officers) was called. Primary consideration of this meeting was the membership drive. The report and point system of the Credentials Committee was formally adopted. Eight applicants were accepted as Associate Members, seven as Members, and five as Fellows. Some 20 additional applications were being processed. Since the evaluation system included interviewing applicants, suggested interviewing criteria were also approved.

By the summer of 1964, more than half a year had passed since the previous Executive Committee meeting, and little had been accomplished. If the College was to survive and grow, it was thought, a transfusion of new blood might be needed.

President Hawkins called a meeting of the Executive Committee for July 19 at the Sheraton-Park Hotel in Washington, D.C. Legal counsel had ruled that this and any future meetings until the first annual meeting were to be considered "organizational meetings." At this meeting, the group accepted an invitation to meet in late September with the dynamic Professor Francis I. Hurwitz, LL.B., an associate professor in adult and continuing education at Northeastern University in Boston. The avowed purpose of the September meeting was to "identify the

nursing home of the future." Topics for discussion were the role of the nursing home administrator in determining a facility's architectural and internal design and type of administration, and the needs of the surrounding community.

Some 30 persons attended the September meeting and found Hurwitz a very stimulating educator, who thoroughly understood nursing homes and their administrators. The conference with Professor Hurwitz provided the transfusion of new blood the College had desperately needed. Although the session did much to inspire those who attended, much still needed to be done.

Before the conference closed, Alton Barlow conferred the honorary degree of Fellow on John K. Pickens, legal counsel, and Carl Becker proposed that the first annual meeting of the College be held in Chicago in March 1965. (The date was subsequently changed to October 1965.) Eleanor Baird, an administrator and social worker who had served as a catalyst in the discussions, was appointed Program Chairman for that meeting, while Becker was appointed General Chairman.

Eight months passed before President Hawkins held an Executive Committee meeting on May 12, 1965, at the Sheraton-Tenny Hotel, New York City. President Hawkins reported that all actions taken at the previous meeting were being challenged by an Executive Committee member who had been absent. It was, therefore, necessary to reaffirm all previous action.

Because the activities of the College were increasing, the Executive Committee voted to hire a part-time secretary for President Hawkins to help him with his growing correspondence. Office equipment was purchased for him, also.

The processing of applicants was expedited through adoption of a new point system. Legal Counselor John Pickens was asked to develop a Code of Ethics. The resignation of Kenneth R. Nelson, Jr., one of the original founders, was accepted with regret.

The most important action taken at this meeting was the establishment of an Education Committee chaired by Carl Caserta. He was instructed to explore the possibility of working with Nursing Homes and Related Facilities, a division of the Chronic Health Department, U.S. Public Health Service

FIRST ANNUAL CONVENTION—October 14-15, 1965 Edgewater Beach Hotel, Chicago, Illinois

The major aim of the Convention—the term "Convocation" was adopted later—was educational. Its theme was "The Past Is Prologue." At that time, the College had 46 paid members and 126 applications in process.

At the business meeting on October 15, Sydney Nathans outlined the functioning of the Credentials Committee. The role of the Board of Governors was also explained. For the first time, elections for all duly established offices were held.

A distinguished panel discussed "The Teaching Reference Community," a training program developed by the Training Branch, Communicable Disease Center, U.S. Public Health Service. The Education Committee recommended that this be adapted for training long-term care administrators in collaboration with the PHS.

Banquet speaker was the Rev. Canon Herbert C. Lazenby of Mercer Island, Washington, past President of the American Association of Homes for the Aging. His subject was "The Challenge of the Decade—Are You Ready?"

At the banquet, Honorary Memberships were awarded to Frederick C. Swartz, M.D., Vice Chairman of the Joint Council to Improve Health Care of the Aged, and Francis L. Hurwitz, I.L.B., Associate Professor, Adult and Continuing Education, Northeastern University.

A panel at a general session discussed the question "Should Administrators of Health Care Facilities Be Licensed?"

The Convention closed on a note of confidence. B. D. Morris of Canada asked that the minutes reflect an expression of confidence to the officers who had served in the formation of the College.

PART II

**The Years of
The Elected Presidents**

EXECUTIVE COMMITTEE



President Theodore E. Hawkins

President-Elect Carl A. Becker
Vice President Alton E. Barlow
Secretary-Treasurer Louise A. Broderick
Governors-at-Large Eleanor Baird
Charles E. Dunn

BOARD OF GOVERNORS

Region I Sydney Nathans
Region II Lawrence Kluger
Region III Peggy Savage
Region IV Sr. Mary Christiana
Smyth
Region V Leonard L. Collier
Region VI H. Virgil Davis
Region VII Paul Richard Snow
Region VIII Donovan J. Perkins

First Elected President and Board

President Theodore Hawkins scheduled a Board of Governors meeting for March 18, 1966. Attending this meeting were President Hawkins, President-Elect Carl Becker, Secretary-Treasurer Louise Broderick, and members Leonard Collier, H. Virgil Davis, Charles Dunn, Sydney Nathans, Peggy Savage, Sister Mary Christiana Smyth, and Richard Snow. Also attending as invited guests were Board of Education members Rosemary Capusan, Edward C. Weeks, and Anthony Pagliaro. Professor Francis L. Hurwitz, guest-of-honor, gave a philosophical dissertation.

Educational Activities

The Department of Health, Education, and Welfare's Nursing Home Branch was reported to have begun cooperating with the College in developing a teaching and lecturing curriculum. Benjamin Latt and Rosemary Capusan had been instrumental in getting this venture underway. Also, the Executive Committee had met with Professor Frederick H. Gibbs of George Washington University in their effort to encourage colleges to offer both undergraduate and graduate-level courses in nursing home administration. Individual College members were reported to be teaching and lecturing—Governor Lawrence Kluger and other Fellows at Columbia University, under the supervision of Harold Baumgartner, and Carl Becker at the University of Iowa Institute of Gerontology.

Organizational Business

The Executive Committee was enlarged in order to improve communication with the Board of Governors. The new members were Governors Baird, Nathans, Savage, and Snow. A committee chaired by Lawrence Groulik was elected to study and recommend changes in the Constitution and Bylaws; other members were H. Virgil Davis and Aaron S. Baranan.

Eugene Tillock was appointed chairman of an editorial committee, as there were hopes to issue an official publication. In addition, the following committee appointments were also made:

- Membership Committee—Regional Governors plus President-Elect Carl Becker
- Board of Education—Basil Boyce, Rosemary Capusan, Carl I. Caserta, Anthony Pagliaro, Donovan J. Perkins, Peggy Savage, Maxine Schaeffer, Eloise Shaffer, and Edward C. Weeks
- Board of Administrative Development—Richard Snow (Chairper-

son), Sr. Mary Laurice Beaudry, Campbell C. Cauthen, Jr., and Leonard L. Collier

- Committee on Ethics—George Nelson (Chairperson), Carl Becker, Donald Foster, Anthony Pagliaro, and Ann Stokes.

Funds were allocated for a part-time secretary to President Hawkins, and a raise in dues was to be recommended to the College. The criteria used by the Credentials Committee were reevaluated.

President Hawkins reported with pride that the First Annual Convention had been glowingly reviewed by Ken Eymen in *Professional Nursing Home* magazine. At the suggestion of the Executive Committee, he called for development of guidelines for the Regional Board of Governors, College representation at other professional meetings, and expansion of the Education Committee with a budget allowance for expenses.

As of March 1966, the College had a membership of 191 Fellows, 190 Members, and 76 Associates.

SECOND ANNUAL CONVENTION—November 5, 1966 Chase-Park Plaza Hotel, St. Louis, Missouri

Chairperson of the Convention was Eleanor Baird. A guest of honor was Frederick H. Gibbs, Chairman, Department of Health Care Administration, School of Government and Business Administration, George Washington University. He gave the keynote speech on "The Challenge of the Future" and was awarded an Honorary Fellowship.

Awards of Merit were presented to Alton E. Barlow, Carl A. Becker, Louise A. Broderick, Theodore E. Hawkins, and Kenneth R. Nelson, in honor of their foresight, perseverance, and personal contributions to the formation and organization of the American College of Nursing Home Administrators.

Of major interest and concern at this Second Annual Convention was the report of the Constitution and Bylaws Committee. At the request of the membership, their report was taken up item by item. After a lengthy discussion, numerous changes to the Constitution and Bylaws were adopted. The office of President-Elect was introduced, while the office of Secretary-Treasurer was divided into two separate offices. The geographical boundaries of the College were expanded to include Alaska and Hawaii.

Since the report of the Education Committee had not arrived in the mail, it was referred to the Board of Governors.

In conclusion, Leonard Collier reported on the new designs for the College pin and ring. They were unanimously adopted.

EXECUTIVE COMMITTEE

President	Carl A. Becker
First Vice President and President-Elect	Alton E. Barlow
Second Vice President	Sydney Nathans
Secretary	Louise A. Broderick
Treasurer	Edward O'Keefe
Governors-at-Large	Eleanor Baird Charles E. Dunn
Immediate Past President	Theodore E. Hawkins

BOARD OF GOVERNORS

Region I	Elizabeth E. Furlong
Region II	Lawrence Kluger
Region III	Peggy Savage
Region IV	Carl C. Cerilli
Region V	Leonard L. Collier
Region VI	H. Virgil Davis
Region VII	Paul Richard Snow
Region VIII	Donovan J. Perkins

EXECUTIVE DIRECTOR

Rosemary Capusan

A Call for Professionalism

At the meeting of the Executive Committee and Board of Governors on January 19, 1967, President Carl A. Becker emphasized that this year was to mark the end of an era of operation by personalities. To close out the old era, he said, the Executive Committee and the Board of Governors needed to expedite operations and implement concepts of the College as originally conceived. It was time, he maintained, to achieve true professionalism and to operate as a national entity instead of at the whim of individual personalities. To achieve this, he said, it was necessary to centralize College operations through an elected Executive Director in a headquarters office. All action during the year should be directed toward that goal.

Educational Activities

Peggy Savage, Chairperson of the Board of Education and Administrative Development, reported that the College had cosponsored educational seminars at the Western Center for Continuing Education in Hospitals and Related Facilities, at the University of Iowa Institute of Gerontology, at Florida Atlantic University, and at Detroit Institute of Technology.

Organizational Business

On March 3, the Executive Committee met to develop a job description for the position of Executive Director. Later that day, candidates for the position were interviewed. The Committee recommended Rosemary Capusan for the position. The following day the Board of Governors unanimously elected her as the College's first Executive Director. It was agreed that all financial records, applications for membership, membership ledgers, printed materials, and College records were to be centralized in her office in Chicago, Illinois. Executive Director Capusan was to be assisted in opening the office by Treasurer Edward O'Keefe and Secretary Louise Broderick.

At this March meeting of the Board of Governors, Neil Gaynes was appointed Historian. Certificates with the new insignia designed by Governor Leonard Collier were adopted. Thomas Bergen of Milwaukee was elected the new Legal Counsel for the College. Insurance Planning Consultants, Inc., of Racine, Wisconsin, was requested to recommend and provide insurance coverage for office and personnel.

Elected to the Ethics Committee were Thomas Bergen (Chairperson), Leonard Collier, Donald Foster, and Rev. August Hoeger. The committee for the 1967 Annual Convention included Eleanor Baird (Chairperson),

Alton Barlow, Erwin C. Chell, H. Virgil Davis, Fred Felt, Lynn Norris, and Peggy Savage. A committee was established to help the Executive Director design and write a new College brochure. Members were Leonard Collier (Chairperson), Edward O'Keefe, Donovan Perkins, and Richard Snow.

The need for the College to improve its communication with membership was underlined by action of the Board establishing a monthly newsletter. A Membership Certificate to be mailed to all members was scheduled for the first week in June, with a copy of the Code of Ethics the second week in June, a new looseleaf College binder the third week, and a newsletter the fourth week.

THIRD ANNUAL CONVENTION—October 3-4, 1967

Hyatt House, Denver, Colorado

The Executive Committee met on October 2, just prior to the Third Annual Convention. Treasurer O'Keefe presented the first financial report of the College, along with an audit. Executive Director Rosemary Capusan reported a total membership of 714 (268 Fellows, 306 Members, 140 Associates). Two hundred and fifty-three applications were pending.

Thomas Bergen reported that all the records had been scanned. He confirmed that the College had been incorporated in Washington, D.C., as a nonprofit corporation, and reported that he had filed an application for federal tax exemption under the Internal Revenue Code. He also reported that 52 changes in the Constitution had been recommended.

The Board of Governors concurred in all these actions of the Executive Committee. By unanimous vote, the Board commended Executive Director Capusan for her work. Convention Chairperson Baird announced that Dwight Barnett, M.D., would be given an award at the Annual Convention.

The annual business meeting of the College was held October 4. It was very brief. President Becker reported that the beginning of a new era had arrived, and that true professionalism should be feasible with the centralization of efforts in the office of the newly elected Executive Director. He emphasized the need for the committees to work under the leadership of the Executive Director.

President Becker paid high tribute to Frederick Gibbs, the College's "East Coast friend at George Washington University." He stressed the necessity for remembering that the College was not merely a business organization, but an institution of true professionalism with social-health emphasis, concerned with the needs of the whole person. He pleaded with the membership to remember that true professionalism cannot be bought at bargain-basement prices.

Speeches at the Convention addressed these topics: "The New and Changing Role of the Administrator," "Professionalism—What Is It, and What Does It Require?," "Government Programs, Medical Care, and Society's Demands," "The Role of the Nursing Home Administrator," "Education Standards for Health Care Administrators," and "An Emerging Profession."



RESUME OF MY PRESIDENCY

Rev. Carl A. Becker

During the 1966-67 term, the mandate to the Officers and Governors was clear—expedite operations, build on the foundations laid, implement the program as originally conceived. The time had come for the College to achieve professionalism and to operate as a harmonious unit, rather than as the project of a few overburdened individuals. To survive, the College had to centralize its operations by creating the position of an Executive Director, who would report to the Board of Governors. In view of the financial condition of the College this was a difficult step to contemplate.

When we took office, we realized that many facets of our program needed to be implemented right away, but we could not act immediately on every goal.

We began by naming Rosemary Capusan—highly recommended by colleagues from the East—as Executive Director. Establishing the position, defining the protocol and responsibilities, and finding and equipping an office took a certain amount of time during which we could only conduct a holding action on other goals. Records had to be transferred to the central office in Chicago. Established procedures needed to be altered. Finally a centralized and efficient operation began to emerge. We are especially indebted to Louise Broderick, Secretary, and Edward O'Keefe, Treasurer, for their tremendous assistance to Rosemary Capusan.

Centralization improved the functioning of all committees, provided guidance for them, eliminated committees' working at cross-purposes, and improved the use of our financial and other resources. The results were accelerated growth for the College, greater financial resources through increased membership, self-policing of members (so lacking in the past), and the beginning of a library of original resource materials.

The year also saw the creation of a newsletter by the Board of Governors. Treasurer O'Keefe had responsibility for the newsletter, which promulgated the College's philosophy, reflected its policies, and covered its activities.

A Code of Ethics and a new official insignia were also adopted. Every member received a folder containing materials about the ACNHA.

The Education Committee had a major role in these activities; that Committee's activity was evident at the Convention and in the College's pleasant relationship with the Western Center of California. In the latter, we acknowledge the assistance of E. Dwight Barnett and our friend of longstanding, Frederick Gibbs. The College also cosponsored programs at the Detroit Institute of Technology and the University of Iowa Institute of Gerontology. The efforts of Education Committee Chairperson Peggy Savage and of Donovan Perkins were especially noteworthy.

We emphasized again and again that membership was open to all, and that, more than ever, once we had earned the rank of "Fellow," we needed to continue to grow as administrators and to be concerned with the needs of the whole person. We called for a "nominee" classification in membership and urged an increase in dues.

We emphasized again and again that the College must be an independent association.

That the College grew and became a more authoritative and viable association during the year of my Presidency was due to all these efforts, but most especially to the efforts of my colleagues, the general membership, and our competent legal counselor, Thomas J. Bergen.

1967-68

EXECUTIVE COMMITTEE



President Alton E. Barlow

First Vice President and President-Elect Sister Ambrosette
 Pflieger
 Second Vice President Donovan J. Perkins
 Secretary Louise A. Broderick
 Treasurer Edward O'Keefe
 Governors-at-Large Eleanor Baird
 Burrell Morris
 Immediate Past President Carl A. Becker

BOARD OF GOVERNORS

Region I Elizabeth E. Furlong
 Region II Lawrence Kluger
 Region III Peggy Savage
 Region IV Carl C. Cerilli
 Region V Leonard L. Collier
 Region VI H. Virgil Davis
 Region VII Paul Richard Snow
 Region VIII Donovan J. Perkins

EXECUTIVE DIRECTOR

Thomas J. Bergen

**Financial Problems
But the Year Ends in the Black**

Hope and enthusiasm had been high the last day of the Denver Convention in 1967. Yet, for reasons that are unclear in the records, the highly praised Executive Director, Rosemary Capusan, resigned one day after the close of the Convention. Tom Bergen, General Legal Counsel for the College, was requested to act as temporary Secretary, taking over the functions of the former Executive Director. As an accommodation to Secretary Bergen, the headquarters of the College were moved to his Milwaukee office. A search for a new Executive Director was begun.

Because of Capusan's resignation and anticipated pressing financial difficulties, the Executive Committee instructed President Barlow to act cautiously with respect to expanding existing programs. Thus, the development of a strong and active College was once again delayed.

This year was the first time that a name change for the College was discussed. In future years this issue was to be considered several times.

Governmental agencies, academic institutions, associations, and other organizations were invited and encouraged to seek the advice and consultation of the College whenever needed.

During this year, the College grew from some 700 to more than 1,400 members, largely due to the untiring efforts of Tom Bergen and his administrative secretary, Beverly J Tannhill. An illustrated monthly newsletter was developed, and the College was once again on a solid financial basis, ending the year in the black.

**FOURTH ANNUAL CONVENTION—September 18, 1968
Dinkler-Plaza Hotel, Atlanta, Georgia**

Highlight of the Atlanta Convention was the introduction of Frank G. Zelenka as Executive Director. The College's National Office was to be moved to Silver Spring, Maryland. A dues increase to support the proposed expanded programs was approved.

EXECUTIVE COMMITTEE

President	Sr. Ambrosette Pfleuger
President-Elect	Donovan J. Perkins
Second Vice President	Eleanor Baird
Secretary	Louise A. Broderick
Treasurer	(September 1968 to April 1969) Eugene Tillock
.....	(April 1969 to 1970) Paul Richard Snow
Governors-at-Large	Peggy Savage Edward C. Weeks
Immediate Past President	Alton E. Barlow

BOARD OF GOVERNORS

Region I	Elizabeth E. Furlong
Region II	Lawrence Kluger
Region III	Peggy Savage
Region IV	Carl C. Cerilli
Region V	Leonard L. Collier
Region VI	H. Virgil Davis
Region VII	(1968 to 1969) Paul Richard Snow
.....	(1969 to 1970) Sam Sparks
Region VIII	Lynn Norris

EXECUTIVE DIRECTOR

Frank Zelenka

The National Office Moves to Washington

The original minutes of ACNHA meetings during the administration of President Sr. Ambrosette Pfleuger are, unfortunately, missing. Therefore this chapter must be briefer than the subject deserves. Everyone in the College recalls Sr. Ambrosette's valuable contributions to the evolution of the role of the nursing home and its administration. She was ably assisted by Executive Director Frank Zelenka and Associate Director Eugene Tillock.

FIFTH ANNUAL CONVENTION—April 9, 1970 Conrad Hilton Hotel, Chicago, Illinois

With only 151 members present, and 223 needed for a quorum, no formal business could be transacted at this Convention. Reports were given by Sr. Ambrosette as President, by Richard Snow as Treasurer, by Frank Zelenka as Executive Director, and by Eugene Tillock as Associate Executive Director. The Nominating Committee also reported, and proposed Bylaws changes were read.

Because of ill health, Sr. Ambrosette had to turn the meeting over to President-Elect Donovan Perkins. After a lengthy discussion, the meeting was adjourned to July 7, 1970, at the same hotel.

When the meeting reconvened on July 7, it was again chaired by the President-Elect. The Treasurer gave a summary report and the Nominating Committee report was restated. The automatic progression from President-Elect to President was questioned, but the Bylaws Committee ruled that the intent of the President-Elect system was to establish this progression. This ruling was reaffirmed by the Board of Governors and sustained by the official parliamentarian. Some changes in the Bylaws were adopted, and the annual meeting closed with the installation of the new Officers.



RESUME OF MY PRESIDENCY Sister Ambrosette Pfleuger

The work accomplished during this Presidency reflects the united efforts of all Officers—and especially of our articulate, forceful, and dedicated Executive Director, Frank Zelenka, and of Gene Tillock, Associate Director, Treasurer, Education Chairperson, and a tireless worker. Our progress was also due to the cooperation of the health care organizations, especially the American Nursing Home Association, the American Association of Homes for the Aging, and the American College of Hospital Administrators. The U.S. Public Health Service, through Ben Latt, gave the College valuable help. Two staff workers, Rita Federman and Kaye White, provided assistance that was much appreciated.

The year began with setting up an efficient National Office at Silver Spring, Maryland. Organizing files, setting up routine procedures, continuing to work on a backlog of applications, writing job descriptions, planning schedules, processing mail, carefully outlining regular and special committee duties and responsibilities—all this was necessary but tedious work. Even the College seal received attention. The indecipherable marks under the center shield were replaced by the Latin words *Ars* (skill, knowledge), *Virtus* (strength of character, integrity), and *Caritas* (love for fellow man).

However, a far greater challenge at this time came from the nursing home industry itself. Feverish expansion called for greater guidance and inspection. The labor market could not produce adequate personnel. Long-term health care was sadly in need of a new image and a new and acceptable philosophy of service to the aging. Many existing facilities were most inadequate. The College leadership was convinced that building upon genuine professionalism would gradually create a proper health care system.

Congress was trying to answer the nursing home challenge with Public Law 90-248, which provided for licensure of nursing home administrators. The College placed greater emphasis on education and on cooperating with institutions of higher learning to provide seminars, panel discussions, and courses as needed. The College also increased the number of its Regions so that greater educational opportunities would be available to nursing home administrators.

The calls to the ACNHA National Office for speakers kept Frank Zelenka, Gene Tillock, and myself crisscrossing the country speaking on Public Law 90-248, on licensure requirements, and on the Public Examination Service, as well as explaining model laws to state legislatures. A sampling from my scrapbook shows the following participations as typical:

- Massachusetts Federation of Nursing Homes, Boston, Massachusetts. June 18, 1968—Topic: Licensing of Nursing Home Administrators
- The Georgia Nursing Home Association, Atlanta, Georgia, June 26, 1968—Topic: Professionalism through Administration
- Seminar: Governor Cerilli, Detroit, Michigan, Region V Faculty Member, July 15 and 16, 1968
- Kentucky Association of Nursing Homes, Lexington, Kentucky, November 6, 7, and 8, 1968—Topic: Licensing the Nursing Home Administrator
- Catholic Conference of Services for the Aging (Division of Catholic Hospital Association), Minneapolis, Minnesota, November 24, 1968—Topic: Licensure and the Nursing Home Administrator

In addition, for two terms I was a member of the Catholic Conference of Services for the Aging (Division of the Catholic Hospital Association, St. Louis, Missouri)

During the period of all this activity, I was asked to serve on the National Advisory Council on Nursing Home Administration to advise on matters relating to licensing of nursing home administrators. This Council held regional meetings throughout the United States to obtain a broad spectrum of information from all sections of the country, and this information has since been put to good use.

1970-71

EXECUTIVE COMMITTEE

President	Donovan J. Perkins
First Vice President and President-Elect	Eleanor Baird
Second Vice President	Neil Gaynes
Secretary	Sr. Michael Sibille
Treasurer	Paul Richard Snow
Governors-at-Large	Peggy Savage Edward C. Weeks
Immediate Past President	Sr. Ambrosette Pfleuger

BOARD OF GOVERNORS

Region I	Elizabeth E. Furlong
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Region III	Edward Brody
Region IV	Aaron Baranan
Region V	Sam Sparks
Region VI	Carolyn Redebaugh
Region VII	Carl C. Cerilli
Region VIII	Robert Gregory
Region IX	H. Virgil Davis
Region X	Benjamin Lane
Region XI	Derril D. Meyer
Region XII	Burrell Morris

EXECUTIVE VICE PRESIDENT

Lynn Norris

The Beginnings of Licensure

Licensure was the most significant issue addressed by the College during President Perkins' term in office. Also in 1971, the Foundation of the ACNHA was incorporated in the State of Maryland as a 501-C3 corporation.

Educational Activities

Copies of the program for the Seminar on Management Development prepared by Peat, Merrick & Mitchell were distributed to the Regional Governors.

The College voted to consider administrative internship as an appropriate prerequisite to initial employment or licensure as a nursing home administrator; to develop guidelines for such programs, and to communicate encouragement to state licensing boards.

At the suggestion of Derril Meyer, the College authorized a review board to advise it in certification of educational programs for long-term care administrators. Also, the Education Committee was empowered to explore with the staff how to make the College seal available to organizations and people presenting College-certified educational programs.

Organizational Business

On February 23, 1971, the Executive Committee met in Anaheim, California, to draw up procedures for the election of a new Executive Director. After interviews of candidates at the meeting of the Board of Governors the next day, Lynn Norris was elected to the position.

The following other internal matters were dealt with in 1971:

- The Standards and Certification Subcommittee was expanded.
- Governors were reminded of the Regions' responsibilities to the College.
- Names of suspended individuals were to be published in the ACNHA Newsletter.
- A complete study of the Bylaws was authorized, with the aim of developing revised and improved Bylaws.
- Two efforts to change the College's name were unsuccessful.

Also, in late summer, Derril Meyer announced his candidacy for President-Elect.

Policy Issues

In an effort to clarify terminology, three definitions were adopted:

1. *Nursing Home* (introduced by Peggy Savage)
A facility, institution, or identifiable unit of an acute care hospital or other care service facility or institution licensed for . . .
 - a. Care of persons who, because of physical or mental conditions or both, require or desire living accommodations and care which as a practical matter can best be made available to them through institutional facilities other than acute care units of hospitals, providing a protective and/or supervised environment, and
 - b. Care of persons and patients who require a combination of health services which are in addition to the above and which may include, but are not necessarily restricted to, one or more of the following care services:
 1. Therapeutic diets;
 2. Regular observation of the patient's physical and mental condition;
 3. Personal assistance, including bathing, dressing, grooming, ambulation, transportation, and housekeeping (such as bed-making, dusting, etc.) of living quarters;
 4. A program of social and recreational activities;
 5. Assistance in self-administered medications;
 6. Emergency medical care including bedside nursing during temporary periods of illness;
 7. Professional nursing supervision;
 8. Skilled nursing care;
 9. Medical care and services by a licensed practitioner;
 10. Other special medical and social care services for diagnostic and treatment purposes, of rehabilitative, restorative and maintenance nature, designed to restore and/or maintain the persons in the most normal physical and social condition obtainable
2. *Nursing Home Administrator* (introduced by Eleanor Baird)
Any individual who by training and experience is qualified to assume the responsibility for planning, organizing, directing and/or controlling the operation of a nursing home or its equivalent.
3. *Professional Nursing Home Administrator* (introduced by H. Virgil Davis)
A person who is duly licensed by the Board of Examiners for Nursing Home Administrators as being of good moral character and who, by reason of special knowledge or skills acquired by professional education or training and/or by experience, is deemed by the Board qualified to be charged with the general administration of a nursing home or its equivalent.

These definitions were widely circulated to appropriate government agencies, health care professionals, and boards of examiners.

The Board of Governors authorized a study on reciprocity and the Public Examination Service's (PES) restricted position on licensure. To increase its influence, the Board of Governors adopted the following resolution proposed by Eleanor Baird:

That the College continue its activity in developing a service to state boards of examiners to assist them in determining license endorsement and reciprocal privileges.

That notice of ACNHA services on a voluntary basis be widely distributed to all boards of examiners and other interested groups and persons.

That the College express its concern over American Public Health Association/Professional Examination Service intervention into the field of reciprocity and license endorsement via what appears to be coercive withholding use of the PES examination unless the state boards agree to participate in the PES reciprocity process.

That such apparent coercion is especially onerous in view of the fact that the PES examination was developed with money from a federal contract and yet charges are being made to the state for use of the examination and for reciprocity services.

That the ACNHA Board express its concern over the U.S. Public Health Service endorsement of the PES reciprocity activity though highly inappropriate, and promote recognition of the fact that responsibility for advising the Secretary of HEW and the states on issues of professional licensure of nursing home administrators was given by Congress to the National Advisory Council on Nursing Home Administration, which Council is directed by the Secretary of HEW and located in the Medical Services Administration of the Social and Rehabilitation Service, and that the commissioner of MSA, after consulting with the National Advisory Council, has responded to PES by declining endorsement.

That the ACNHA Executive Director be directed to communicate the concern of the ACNHA to the Secretary of HEW, state boards of examiners and all other interested persons.

In an effort to further flex its muscles, the College concluded that where licensure of nursing home administrators is required, surveyors and inspectors of nursing homes should also be licensed as nursing home administrators.

By spring, Executive Director Lynn Norris was already involved in licensure discussion with the Secretary of HEW, the White House Conference on Aging Task Force, and the National Association of Boards of Examiners for Nursing Home Administrators, and at the University of Michigan's Institute of Gerontology Conference and the First Management Development Seminar.

Interorganizational Efforts

The College resolved to continue to place a high priority on establishing a working relationship with the AUPHA (Association of University Programs in Public Health Administration) Task Force on Long-Term Care for the purpose of continuing to affirm the College's status as the principal representative of the nursing home administration profession. Also, the College accepted an invitation to be represented at the meetings of the American Medical Association Committee on Aging.

SIXTH ANNUAL CONVOCATION—October 31- November 1, 1971 Disneyland Hotel, Anaheim, California

This, apparently, was the first convention to be called Convocation. Its theme was "The Present Imperative."

The Recognition Luncheon speaker was Richard J. Stull, Executive Vice President of the American College of Hospital Administrators, and the Installation Banquet speaker was Frederick N. Elliott, M.D., Assistant Medical Director of the Rancho Los Amigos Hospital in Downey, California. Dr. Elliott was also staff consultant to the Director of the American Hospital Association and Professor of Community Medicine at the University of Southern California.

In the business session, the President of the College was empowered to appoint a Task Force in Education to develop a position paper on significant issues in the education of the nursing home administrator. Hours of effort by committee and a lengthy discussion on the floor resulted in a revised set of Bylaws agreeable to a majority of the voters.



RESUME OF MY PRESIDENCY Donovan J. Perkins

In 1965, I completed my doctorate in public administration. In that year, or perhaps a little before, I was urged to become a member of the American College of Nursing Home Administrators. I submitted my application. My plaque on the wall says I became a member of the College in January 1965.

It was about October of that year that I received a call from Chicago. The College was having its annual meeting, and I was asked if I would serve as the first Regional Governor for my region. Immediately after I had been elected to this post, I was also appointed to the College's Education Committee because of my past experiences, particularly with such entities as the Western Institute and the Community Health Administration.

I wound up as either a member or the Chairperson of the Education Committee and also as Chairperson of the Credentials Committee. I found that there had been two or three different point systems used to evaluate people's credentials. I pulled these together into a single point system. I also had a fair amount to do in pulling together the efforts of several people working independently to develop systems for evaluating credentials and then refining them into a single system.

Senator Edward Kennedy proposed an amendment to require licensing of nursing home administrators. I wrote a long, multi-page missive to President Hawkins opposing licensing, basically on the grounds that it was premature, that we did not yet have an established, organized body to determine licensing, or knowledge of any of the things necessary for legitimizing a licensed professional.

By the time the licensing proposal finally had the force of law, Alton Barlow was President of the College. I called Alton and said, "I think now the College should have someone on that National Advisory Council."

He agreed, and asked, "Whom do you think?"

I replied, "I think our President ought to be the one, but if you don't want the position, I will volunteer."

He said, "I don't want it. Let it be you." I was named to the National Advisory Council, and Sr. Ambrosette Pfleuger also became a member of the Council.

Shortly after we were sworn in as members of the National Advisory

Council, Sr. Ambrosette Pfleuger was elected President of the College, and I was elected to succeed her. We had the same goals in mind but different ways of achieving those goals. We differed on a couple of major points. One was the role of the President versus the role of the Executive Director. I felt it was very important that the President not in any way be the tool of the Executive Director.

Frank Zelenka apparently thought he had convinced Sr. Ambrosette that nursing home administration was an occupation, not a profession. I was diametrically opposed to that idea. I felt professionalism was what the College was all about and that nursing home administration was a professional activity.

The National Advisory Council seemed to be right in the middle of the power struggle between the Nursing Home Branch of the Public Health Service and the Medical Service Administration in the Social and Rehabilitation Service. Part of that vied-for position led to Ben Latt and the Public Health Service issuing a contract to the Professional Examination Service to develop a bank of examination questions. Carl Becker and Eugene Tillock were on the PES Advisory Committee.

It took some time before the National Advisory Council and the Advisory Committee of the Professional Examination Service got together to agree on an outline or core of knowledge which would also be an outline of subject areas for examination questions.

Later, the National Advisory Council was asked to sit in on the final review of the bank of questions. We could not do that, but we could sit in as citizen advisors. This I did, along with Harold Baumgartner and other members of the National Advisory Council. We sat with Carl Becker and others who were on the PES Advisory Committee to review that final bank of questions.

It was obvious that Sr. Ambrosette, the President of the College, and I had a serious disagreement on whether nursing home administration was an occupation or a profession. I was afraid of the legal aspects of licensing administrators as professionals but behaving as if nursing home administration was only an occupation.

About this time, the federal government passed the amendments to Medicaid creating "intermediate care" and mandating the development of standards. Congress was ready to cite the Secretary of HEW for contempt of Congress because he delayed so long in developing standards of care for both skilled and intermediate care facilities. Even worse, the standards finally prepared turned out to be impossible administratively, medically, and constitutionally. Nor were the standards improved.

When we continued to object, these objections were misunderstood as indicating that we did not want high standards. This led to further misunderstandings and friction among the College leadership. In fact, it precipitated my article in the very first copy of the *ACNHA Journal* which had to do with "Standards of Long-Term Care Versus Reimbursement" (*Journal of the American College of Nursing Home Administrators*, Vol. 1, No. 1, Fall 1972).

President Sr. Ambrosette Pfleuger called the annual meeting in Chi-

cago to order in April 1970, but there was no quorum. Then she became ill, left the platform, and turned the gavel over to me. I chaired the meeting until it was decided, as a temporary solution to the problem, to recess the annual meeting for 90 days. Zelenka resigned at the April meeting, and Eugene Tillock became Acting Executive Secretary of the College.

Then when the annual meeting was reconvened in July, the day before the meeting started the Acting Executive Secretary told me that President Sr. Ambrosette was ill and I would have to chair the meeting the following day. There were still problems and divisions of opinion.

After the stormy annual meeting in 1970, I was faced with the Presidency of a College that was just about torn apart; it required a great deal of work to put the pieces back together. Faced with imminent licensure responsibilities, the College was late in developing into a well-organized, mature professional society.

I held a very brief meeting of the College's newly elected Board following the close of the annual meeting. We elected Lynn Norris as the Acting Executive Director of the College and began to get together a Search Committee to find a new Executive Director.

I made it clear at this meeting that we were going to have a program all of us could work on, that I wanted a budget that would support the program, and that the program would be carried out by committees. The program I laid out was, with few changes, adopted and put into effect.

I wrote position papers and definitions for the profession, including materials on standard setting, certification, and compensation. The definitions were then voted into our Bylaws as the official definitions of the American College of Nursing Home Administrators for the professional practice of nursing home administration.

The introduction into the College of a budget—a budget that would support the adopted programs and the committees which were to carry them out—was profound. The developmental work that the Credentials Committee did was especially significant; so also the work of the Education and Research Committee and its subcommittees. But the highlight was the work of the Subcommittee on Standards and Certification, which was chaired by Edward Weeks.

Another accomplishment during my term as President was the creation of the Foundation of the American College of Nursing Home Administrators. I was its first President.

We launched the *Journal of the American College of Nursing Home Administrators*, although the first issue did not appear until the fall of 1972.

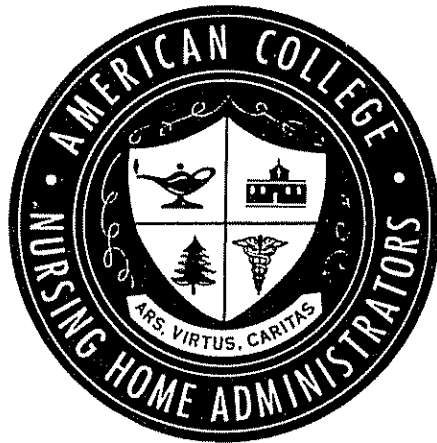
In 1971, I represented the College as a national delegate to the White House Conference on Aging. I was also on the National Task Force on Education in the planning of the Conference.

I am struck in retrospect with the cardinal differences that now exist in respect to nursing home administration—the first profession created by an Act of Congress, and the first one professionally licensed that is predominantly management. It is the first profession ever licensed without a "grandfather clause."

My concern has always been for the professional growth and status of nursing home administration. I have been thrilled with the opportunities to be part of the College and its leadership, and, in that way, help develop the profession.

I remember very well Lynn Norris' favorite quote, "No man is an island." I recognize I was no island. I was surrounded by capable, helpful people. And I have a great admiration for all the Presidents the College had who suffered through without an Executive Director or even an Executive Office, or with one that was virtually nonfunctional. I think we have something we can all be proud of today.

JOURNAL
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 OF
NURSING HOME ADMINISTRATORS



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SANDOZ PHARMACEUTICALS

1971-72

EXECUTIVE COMMITTEE



President Eleanor Baird

President-Elect	Derril D. Meyer
Vice President	Neil Gaynes
Secretary	Peggy Savage
Treasurer	Hoyt C. Crider
Governors-at-Large	Gerald Bishop
	Edward C. Weeks
Immediate Past President	Donovan J. Perkins

BOARD OF GOVERNORS

Region I	Charles Kelley
Region II	Stuart Goldberg
Region III	Edward Brody
Region IV	Aaron Baranan
Region V	E.B. Baker
Region VI	Carolyn Redebaugh
Region VII	Arthur March
Region VIII	Robert Gregory
Region IX	Larry Spector
Region X	Benjamin Lane
Region XI	Douglas Downey
Region XII	Burrell Morris

EXECUTIVE VICE PRESIDENT

Lynn Norris

Stabilization and Good Progress

President Eleanor Baird asserted strong leadership during her term, ably assisted by an outstanding slate of Officers and Governors. Her stated intention was not to make wholesale changes in committee memberships or program plans, but, rather, to extend the programs of the past, infusing them with some new blood.

Educational Activities

The mandated Task Force on Education was detailed and extensively discussed. As a result of study, Derril Meyer suggested that the professional role of the administrator, rather than specific functions or tasks, should be the focus of future educational conferences.

Interorganizational Efforts

President Baird pointed out the value of holding membership in the American Public Health Association as a means of extending the horizons of the College.

Organizational Business

The need for legal counsel arose and it was believed necessary that counsel should be obtained on a retainer basis.

Executive Vice President Lynn Norris was instructed to look into legal services and costs.

New Bylaws authorized at the last Convocation were printed and distributed. Through intense efforts, a Chapter was established in Ohio. Policy was changed so that advancement in rank, heretofore made only at the Annual Convention, would be effective as soon as the applicant qualified and was awarded the rank. A new policy allowed the Vice Regional Governor to substitute for the Governor at Board meetings and to exercise all rights and privileges except voting. The work of the Research Subcommittee was shifted to the newly established Foundation.

SEVENTH ANNUAL CONVOCATION—November 13-15, 1972 Nevele Country Club, Ellenville, New York

The theme of the Seventh Annual Convocation was "The Critical Path," so adopted because, as President Baird said in her program message, "The challenges and problems of nursing home administration are 'critical' in nature at this time. What we do and decide now will ultimately affect the nature of our practice in future years."

Speaker at the opening general session was Marie Callender, HEW Special Assistant for Nursing Home Affairs. Other sessions dealt with "Management Development," "The Over-Tranquilized Patient," "The Management of Management Time," and "The Administrator and the Law." For spouses, the first well-developed Ladies' Program was featured.

President Baird gave a stirring report, tracing the growth and contributions of the College. A new Code of Ethics was adopted by unanimous vote. Officers for the newly established Foundation of ACNHA were elected. They were Eleanor Baird, President; Derril Meyer, Vice President; Peter Bultaro, Secretary; Peggy Savage, Treasurer; and Lynn W. Norris, Chief Administrative Officer.

EXECUTIVE COMMITTEE

President.....	Derril D. Meyer
President-Elect.....	Edward Brody
Secretary.....	Peggy Savage
Treasurer.....	Hoyt C. Crider
Governors-at-Large.....	Gerald A. Bishop
	Stuart Goldberg
Immediate Past President.....	Eleanor Baird

BOARD OF GOVERNORS

Region I.....	James J. Brennan
Region II.....	Nicholas D. Demisay
Region III.....	T. W. Manning
Region IV.....	Paul Halenda
Region V.....	E. B. Baker
Region VI.....	Emery Prater
Region VII.....	Arthur March
Region VIII.....	Ruel C. Irwin
Region IX.....	Larry Spector
Region X.....	Steven J. Morris
Region XI.....	Douglas Downey
Region XII.....	Lloyd A. Stevenson

EXECUTIVE VICE PRESIDENT

Lynn Norris

A Year of Solid Growth

At the first meeting of the Executive Committee and Board of Governors, President Meyer indicated that the emphasis of the College during his tenure would be in educational programs for administrators and the expansion of seminars, with special emphasis on the social components of care.

Educational Activities

President Meyer participated in a meeting of colleges and universities sponsored by the Kellogg Foundation to discuss external degree programs and continuing education for administrators. He reported that the Foundation strongly supported the priority the College placed on education for practicing administrators.

The College adopted this special recommendation proposed by President Meyer in 1973:

It is the policy of ACNHA that its first priority in education is the development of professional education for long-term care administrators. Of particular importance is the development of degree-oriented academic programs starting with bachelor degree programs. In carrying out this policy, it is necessary to consider education delivery systems, with emphasis on delivery systems that nationally meet the needs of long-term care administrators currently in practice, such as external degree programs. Further, it is essential to the profession and to the success of the academic programs that faculty and curriculum content be appropriate to professional practice needs and academically acceptable, including accreditation and/or endorsement, national standardization, and availability nationwide.

Also during this year, the College's Department of Education was established. Letters were sent to many organizations and foundations seeking contributions to support the new department, and the Board of Directors of the College's own Foundation approved a \$6,000 grant.

Past President Donovan Perkins reported on the activities of the Blue Ribbon Task Force on Education. He described a meeting with representatives of the "Big Ten" universities, who had been encouraged by the Association of University Programs in Health Administration to solicit the assistance of the College in curricular and other educational problems related to long-term care administration.

In order to better control the quality of regional educational programs, the College instituted a policy requiring that educational offerings be submitted for certification before they were held. Five seminars were approved as national College programs: "The Administrators," "The Nursing Home and the Law," "Budgeting in the Long-Term Care Facility," "Labor Relations," and "Transactional Analysis," plus the existing Management Seminars of one, two, or three days. A policy was established that net proceeds from all College-developed and -sponsored educational programs be divided with 40 percent going to the national College and 60 percent to the cosponsor(s).

Policy Issues

The Ethics and Standards Committee was given the responsibility of creating a policy statement on the role and position of the medical director in the nursing home. The College adopted the following position on the role of the registered nurse in the nursing home:

Whereas: the Registered Nurse (R.N.) is the primary professional to recognize a change in a patient's condition, and

Whereas: a medical change is recognized by the R.N.

The American College of Nursing Home Administrators resolves to support the expanded role of R.N. responsibility to primary patient care, (and the Board of Governors shall direct) the staff of ACNHA to make public this concept and communicate this support to all involved organizations and agencies.

Interorganizational Efforts

The College decided to make an effort to better acquaint the American Nursing Home Association and the American Association of Homes for the Aging with the College's role and capabilities so that efforts would not be duplicated.

Organizational Business

The Executive Committee met in early spring to discuss Executive Vice President Lynn Norris' intention to resign because of ill health. His resignation was accepted with deep regret, and a search for a successor was authorized. J. Albin Yokie was appointed to this position a few months later.

Relations with Regions and Chapters were an important theme during President Meyer's term. The following new policies were instituted:

- All communications except for routine matters within the specific areas of staff members were to be directed to the National Office of the Executive Vice President.
- The Governors sponsored Chapter Presidents' Seminars to disseminate information on membership recruitment and maintenance, credentials, and National Office operations.
- Chapters were instructed to restructure their Bylaws so they would conform with the national Bylaws.

- Chapters were to submit standardized financial reports, for which forms and guidelines were prepared.

Also, attorney William Althen discussed with the Executive Committee the liability and jeopardy of ACNHA as a result of Chapter activities. He noted that when a Chapter acts as agent for the national organization, the national organization is liable. He also voiced serious concern about the Chapters' own liabilities regarding their activities and proper filing of required tax returns. It was, therefore, resolved that legal and tax counselors should research and detail the history and evolution of subordinate Chapters with specific emphasis on financial and legal aspects of Chapter activities.

Concern for a possible deficit in the 1973 budget prompted the appointment of a subcommittee of the Executive Committee to make recommended budget revisions and report back to the Executive Committee.

At the suggestion of Past President Baird, the College sent a questionnaire to its members requesting information on annual salary, size of facility, years of administrator experience, total number of persons on staff, and annual administrative costs. By mid-November more than 1,400 replies to the questionnaire were received.

The Credentials Committee reported that, in 1973, 302 applications for advancement had been received, 231 from Nominees for advancement to Member, and 71 for advancement from Member to Fellow. Of the 231 Nominees, 195 were approved for advancement and 36 remained in grade. Seventeen cases were appealed, with 12 upheld and 5 reversed.

**EIGHTH ANNUAL CONVOCATION—November 11-14, 1973
Crown Center Hotel, Kansas City, Missouri**

Two hundred and twenty Members and Fellows registered for the Eighth Annual Convocation. President Meyer reported on the activities of the College and gave special thanks to the Executive Committee and the membership for allowing him to serve. He also thanked Staff Assistant Eileen Brown for her services and contributions to the College.

Newly appointed Executive Vice President Albin Yokie was introduced and spoke briefly.

Approved in a Bylaws change was the election of Regional Governors and Officers prior to the Annual Convocation. The Convocation was also to be shifted to the spring season by 1976.

Donovan Perkins presented a report from the Education Task Force and introduced the members of the Task Force.

The following resolution introduced by President Meyer was adopted:

That the American College of Nursing Home Administrators must be responsive to the changing needs of society as they relate to health care, and must be an advocate for the improvement of patient care and for the professional recognition of the long-term care administrator.

That, as part of this advocacy, ACNHA shall provide to appropriate government bodies recommendations and comments which represent the position of the members of the College and the profession of long-term care administration.

That the Board of Governors, representing the views and opinions of the membership, shall be responsible for giving direction to such matters.



**RESUME OF MY PRESIDENCY
Derril D. Meyer**

When elected to the position of President-Elect, I had already established my plans and goals. I recall that I had a strong desire to formalize and strengthen the education program of ACNHA. I served as Chairperson of the Education Committee and was pleased to see the increased number and improved structure of the one- to three-day seminars on a variety of subjects.

In my judgment, the establishment of the Department of Education as an integral part of the ongoing services of ACNHA was one of the most significant events in moving the College forward as a professional society.

I also wanted to link ACNHA to the academic community. As a result, I spent a great deal of time and energy working with the Association of University Programs in Health Administration (AUPHA). Mike Stotts was recruited from AUPHA to become Director of Education for the College. The strategy was to link the academic community to ACNHA through the credentialing of practicing administrators by nontraditional methods such as independent study, external degree programs, correspondence courses, and short-term courses.

We examined how several professional societies successfully performed these services. The Association of American Banking Women, for example, developed curricula and negotiated a network of respected institutions of higher learning to offer courses and to provide academic degrees to working women. Other models included those for Licensed Practical Nurses (by national examinations), Certified Life Underwriters, and Certified Public Accountants.

We took our ideas to the Kellogg Foundation, but had limited success. However, the Foundation eventually provided us with a grant to implement some of our concepts, including those of curriculum development and certification of practicing administrators.

As I look back, I can see that much was accomplished during this year to move ACNHA forward as a professional society. But, on the other hand, this was also the area of my greatest disappointment. I felt very strongly that we had within our grasp the full program originally planned, but, because of circumstances beyond our control, this great opportunity passed us by.

As we entered the year of my Presidency, Lynn Norris was unable to function because of congestive heart failure and, as a result, was forced to resign. Lynn had moved the ACNHA out of crisis into a stable, structured operation. But, because of Lynn's illness, we entered the year without an Executive Director. It is therefore amazing to me that we achieved what we did during that year: We recruited approximately 1,000 new members, conducted an executive search and hired Al Yokie, expanded our education program, and developed liaison with the academic community and other health care associations.

One of the major reasons we continued to move forward, in my opinion, was the hard work and effectiveness of Staff Assistant Eileen Brown. Without her support, I would not have been able to function successfully during that year. The ACNHA owes a great deal to Eileen for her behind-the-scenes contributions.

The latter part of the year began the transition to the new administration under Al Yokie. Understandably, the new leadership did not necessarily have the same perceptions of my original plan to link with the academic community in offering nontraditional programs. I had devoted most of my personal time to ACNHA for the past two years, and I realized that my ministry and work for my employer, CRISTA, had to resurface as my major priority.

Eventually, certification and curriculum development did happen, with Kellogg Foundation support. However, certification was never really linked to academic credentialing in the way I had envisioned, but was instead more of a membership vehicle.

Another goal of my Presidency was to broaden the membership of the ACNHA. My desire was to increase the involvement and participation of the not-for-profit nursing home administrators and to broaden the professional society beyond nursing homes to encompass such areas as retirement housing and public housing.

Because our existing membership consisted almost entirely of nursing home administrators, attempts from time to time to change the name of ACNHA were never successful. As a result, the College has had very little success in recruiting members from outside the nursing home field. Perhaps, in retrospect, this may be in the best interest of ACNHA. It can sometimes be self-defeating to broaden membership and try to become all things to all people.

I would like to acknowledge and thank the membership for the support and friendship they provided to my wife, Dolores, and me. I am grateful for the opportunity they gave me to learn and to serve.

I am very proud of the continued growth and professionalism of the ACNHA. I regret that I have not had the time to continue to be an active participant in recent years.

1973-74

EXECUTIVE COMMITTEE

President	Edward Brody
President-Elect	Gerald A. Bishop
Secretary	E. B. Baker
Treasurer	Hoyt C. Crider
Governors-at-Large	Stuart Goldberg Arthur W. March
Immediate Past President	Derrill D. Meyer

BOARD OF GOVERNORS

Region I	James J. Brennan
Vice Governor	Andrew L. Fennelly
Region II	Nicholas D. Demisay
Vice Governor	Barry Mills
Region III	Marvin Dessner
Region IV	Paul Halenda
Region V	Dell Hagan
Region VI	Roland Chabot
Region VII	Joseph Mash
Region VIII	Ruel C. Irwin
Region IX	Reuel McPhie
Region X	Benjamin Lane
Region XI	Byron Baker
Region XII	Lloyd A. Stevenson

EXECUTIVE VICE PRESIDENT

J. Albin Yokie

Determined Leadership

Immediately after the 1973 Convocation, President Edward Brody met with his fellow Officers and Governors to present his goals for 1974:

- **Education:** improvement of the *Journal of the American College of Nursing Home Administrators*; revitalization of the Standards and Accreditation Program, and encouragement of other organizations to utilize it; accumulation of data by joint efforts of staff and the Education Committee; acceptance of College certification of educational programs by more state licensure boards.
- **Membership:** membership increase of 1,500 during 1974, greater participation in membership efforts by Regional Governors.
- **Advocacy:** issuance of warnings of potential concern or jeopardy to administrators; Executive Committee to be charged with review and direction of the advocacy function for the present, subject to setting of policy by the Board of Governors
- **Finances:** Executive Committee to exercise close supervision over the budget to insure that programs stay within budget limits, establishment of a year-end contingency reserve fund amounting to approximately 5 percent of the total budget
- **Staff:** continued support and cooperation, Board of Governors to refrain from undue interference with the functioning of the staff.
- **Evaluation:** development of some form of evaluation, use of this evaluation to gauge progress toward goals
- **Insurance:** consolidation of existing insurance programs, continued contact with insurance consultants.
- **Ethics and standards:** development of additional areas for evaluation, consolidation of current functions.
- **Bylaws:** preparation of amendments as directed, review of Chapter Bylaws for compliance.
- **Fellowship and awards:** adherence to 1973 policies, selection from a broad base for presentation to the Board of Governors.

Educational Activities

In 1974 the *Journal of the American College of Nursing Home Administrators* was changed to the *Journal of Long-Term Care Administration*. The College's External Degree Program was updated, and the College negotiated with Antioch College for academic accreditation of an external degree program. More than 100 seminars were sponsored by the College during the year.

At the June Executive Committee meeting in Chicago, President Brody

announced that the College had submitted a preliminary proposal to the Professional Standards Review Organization to undertake a nationwide training effort, subsidized by a federal grant, and also that the College had signed a contract with the Professional Examination Service.

Policy Issues

Licensure continued to be a matter of concern to the College in 1974. Staff wrote to the National Association of Boards of Examiners and the Professional Examination Service regarding the validity and merit of their examinations and the processes used to develop them. The Executive Committee was briefed on the survey of licensure boards in February. The Education, Research, and Development Committee recommended appointing a special task force on the licensing examination. A College resolution encouraged and supported long-term care administrators to seek appointments on and actively participate in Professional Standards Review Organization councils. The possibility of having a Government Relations Consultant was discussed.

Arthur March reported that the Joint Commission on Accreditation of Hospitals instructed surveyors of nursing homes to inspect for substantial compliance only, and accreditation was to be given on that basis.

Interorganizational Efforts

The American Nurses' Association asked the College to appoint two representatives to a national committee being formed to study nursing costs, and Collette Drobel and Milton Jacobs were selected. President Brody, Milton Jacobs, Albin Yokie, and Michael Stotts attended a meeting of provider and consumer associations at Rockville, Maryland, at the invitation of Faye Abdellah, Director, Office of Nursing Home Affairs, U.S. Department of Health, Education, and Welfare. Yokie and others met in Atlanta with representatives of the American Nursing Home Association, American Association of Homes for the Aging, National Council of Health Care Services, and National Association of Boards of Examiners of Nursing Home Administrators to discuss possible cooperative efforts in health care for the aged. President Brody was instructed to represent the College at the Kennedy-Mills National Health Proposal hearings.

Organizational Business

At the beginning of the year President Brody's committee appointments were ratified, and procedural controls of the College's various funds were authorized. Executive Vice President Yokie described the structure and function of the Executive Office Staff and gave a short presentation on the expected involvement of the Regional Governors in education, educational programs, standards and certification, the *Journal*, data accumulation, advocacy, finances, insurance programs, ethics, and membership recruitment and retention.

During this year the North and South Dakota Chapters were combined into a single Dakota Chapter. Lloyd A. Stevenson, Region XII Governor,

reported on a possible move to create Provincial Chapters in Canada. Position descriptions of Regional Governors' duties and responsibilities were proposed. The requirement that each Chapter submit an advance annual budget each year was examined, and legal counsel advised Yokie that there was no legal limit on the amount of money individual Chapters might retain.

A status report on the membership drive was given in February, and the importance of involving state trade associations in the College was stressed in the August membership report. Because of slow membership growth, it was decided to increase the number of Associate Members and to include administrators of facilities for the mentally retarded. As of June, 490 members had not yet paid their 1974 dues. Each delinquent member was to be contacted immediately.

The Membership Recruitment Committee adopted a nine-point program based on (1) continuance of the limited direct mail campaign, (2) enhancement of Chapter activities, (3) education programming, (4) active public relations, (5) promotion of College insurance offerings, (6) Chapter recruitment programs, (7) a "special appeal" to nonprofit home administrators, (8) development of weak membership areas, and (9) sequential membership promotion programs, beginning with the Southeast in 1976

In other internal matters—

- Frieda Enss became Assistant to the Executive Vice President
- Personal liability insurance for the Board was authorized.
- Discrepancies in the January Treasurer's report were a matter of concern.
- It was decided to continue the search for *Journal* funding
- Hoyt Crider, E. B. Baker, and Albin Yokie were appointed to a committee charged with developing contingency plans for financial retrenchment because dues income and membership increases were lower than projected.
- The Membership Committee was enlarged to include E. B. Baker, A. March, and Benjamin Lane.
- It was reported that 431 members had purchased the College's professional liability policy, but New York had formed its own Insurance Advisory Committee because it did not approve of the national policy.
- The Board recommended changing the ACNHA name to American College of Health Administrators, but the favorable Bylaws Committee report was defeated.
- The New York Chapter donated \$1,126 to the Foundation

In 1974 the College adopted a new Elections Creed based on the idea that the position should seek the individual; the creed did provide, however, for prospective candidates to notify the College of their availability. It was then the task of the Nominating Committee to select candidates, with floor nominations also to be accepted at the annual meeting. Elec-

tioning was not allowed, and the Ethics and Standards Committee was charged with overseeing the election process.

NINTH ANNUAL CONVOCATION—November 1-5, 1974 St. Francis Hotel, San Francisco, California

This was one of ACNHA's most successful Convocations. In his program message, President Brody outlined the "new challenges" that would need to be addressed at the Convocation—namely, "the ever-increasing involvement of government, the accelerating incursion of organized labor, and the devastating effects of inflation. These demand of us," he wrote, "still greater use of planning and innovation."

Keynote speaker for the Convocation was the honorable Frank E. Moss, Senator from Utah. Speaker at the Recognition Luncheon was Eric Pfeiffer, M.D., a professor of psychiatry at the Duke University Medical Center, Durham, North Carolina.

Amid all the attractions of San Francisco, the registrants found time to give serious consideration to many topics. These included "A Philosophy of Administration," "Administrator Licensure, Certification and Educational Program Accreditation," "Managerial Communication," "Corrective Discipline," "The Medical Care Program," "Patient Care Assessment," "The Advocating Administrator," "Avoiding Unionization," "The Politics of Health," and many others.



RESUME OF MY PRESIDENCY Edward Brody

It is likely that the 1973-74 Board of Governors was the first ever to receive from its President a written statement of goals together with a plan for reaching them. The statement spoke to the solution of old problems and presented new challenges:

1. **State Board of Examiner Acceptance of ACNHA Program Certification**—As a result of efforts by individual College members, a few state boards accepted program certification as tantamount to their own program approval for credits toward relicensure. This goal would have had long-range benefits for ACNHA, but other more immediate concerns took priority and kept this matter from receiving more attention.

2. **Improved Performance of Regional Governors**—The quality and effectiveness of the performance of Regional Governors have always been of concern. Unfortunately, some Governors have not been sufficiently qualified or prepared to undertake the responsibilities for which they volunteered. As a consequence, attempts to upgrade their performance have not always been successful. It had become clear that a change in the methods used to select and elect the Governors was needed. And, indeed, because of the attention given to the problem in the period covered here, changes were later made that did result in marked improvement in performance quality and productivity.

3. **Implementation of an Advocacy Program**—At its 1973 Convocation, at the urging of Derril Meyer and myself, the College adopted a resolution on advocacy. The results of the initial attempts to implement it were only modest because of a lack of clear direction and commitment. The advocacy program, therefore, got off to a poor to fair start and has never gotten onto the fast track even as I write this in 1981.

4. **Improved Control of Finances**—The need for a Finance Committee became evident about the time I assumed the Presidency. The College, frankly, was going bust! Careful analysis revealed that ACNHA for many years had relied on the cash flow generated by the Convocation to satisfy previous operating deficits. The cycle would be repeated by delaying payment of Convocation expenses until annual dues were received. It was obvious that steps had to be taken to change this pattern. The Executive Committee, therefore, was empowered by the Board of Governors to

exercise oversight on the College's financial operations and to look into budgetary concerns. The implementation of this plan succeeded for a time.

There is a continuing tendency toward optimism, however, arising from overstated projected incomes to be derived from membership growth. Another difficulty is that the quarterly statements received by the Board are often obscure and unreliable bases on which to make critical financial decisions.

5. **Increased Staff Effectiveness, Efficiency, and Accountability**—Concurrent with my assumption of the Presidency, J. Albin Yokie replaced Lynn Norris as Executive Vice President. His task was formidable in that he was replacing an executive who had intimate knowledge of ACNHA, was known personally to substantial numbers of its membership, and enjoyed a broad acquaintance with persons in the health care spectrum.

Yokie was a trained and experienced administrator, and the College appeared to be moving on course and on schedule. Yokie was especially successful in the personnel he chose to assist in the Kellogg Foundation grant project. As a result, it was funded. However, financial problems that could be laid at the staff's door continued, as did complaints about poor communication, delays, and misunderstandings. Turnover of staff seemed to be increasing.

I was not able to convince a majority of the Board members that some outside agency should study staff performance. Instead, we instituted an annual evaluation of the Executive Vice President's performance. This was intended to provide the leaders and the chief executive officer with the opportunity to discuss their concerns. The true benefit of this procedure is difficult to assess. Many of the issues that needed to be addressed in these year-end sessions seemed to be skirted, or were not addressed in a forthright manner. There is little question that ACNHA has experienced great staff turnover.

This is not to suggest any failure on the part of the Executive Vice President. There is, however, a real need for external evaluation in any voluntary organization.

6. **Membership Research**—The goal of finding out why administrators do or do not belong to ACNHA received lip-service only. Early recruitment successes of the College had led many to believe that more intense activity and sincerity of effort would continue this success. Inadequate or no recognition was given to the fact that the nursing home field was undergoing great changes, and that ACNHA needed to know what these changes were. The College needed to decide how large a membership it wanted, what kind of programs it could support, and what the cost to members would be. These decisions were not made.

Some people wanted the College to be composed only of nursing home administrators. Others saw nursing homes as part of the whole spectrum of long-term care. And there were other positions that seemed to be in between as well as at the extremes of the two main opposing views. It was about this time that the first cries for a change in name for the College were sounded.

Thus began what has become a preoccupation of ACNHA. The annual meetings were first enlivened as they became the forum for debating changes in the Bylaws, but then the intensity and length of the debates became scarcely tolerable. Nothing can be worse for an organization than this kind of preoccupation.

As I write this the "battle of the name" still goes on. It is not likely that a change in name will occur as long as the "old guard" continue to be the majority at the Convocation. Yet, it is of interest that the name of the ACNHA journal has been changed from the *Journal of the American College of Nursing Home Administrators* to its present title, the *Journal of Long-Term Care Administration*, and the annual symposium has been identified as one on "long-term care."

ACNHA still has not engaged any outside help in studying why administrators do or do not belong to ACNHA. The unsatisfactory membership growth suggests that such outside help is needed.

7. Evaluating Effectiveness in Meeting ACNHA Goals—The Board did not consider this goal a matter of priority. Little was done during my term or since.

8. Improved Understanding of the Linkage Between the College and the Foundation—During the 1973-74 term, a modest beginning was made in changing the view of the Foundation held by many College members. Too many people still do not appreciate the real value and significance of the Foundation.

9. The Kellogg Foundation Grant—The goal of my Presidency that met with greatest success was taking all action necessary to obtain the Kellogg Foundation grant. It is not possible to single out persons to credit for this achievement without unintentionally slighting others who also made substantial contributions. Therefore, with apologies beforehand, I wish to state that it is not likely the grant would have been obtained without the active, dedicated, and intelligent participation of Derril Meyer. Derril was ably helped by others, of course, notably Al Yokie and Lynn Norris, to name just two.

Space is too limited even to summarize what the Kellogg grant has meant to ACNHA. It has produced profound, positive, and long-lasting benefits for the College in almost every area. The most immediate benefit was that the grant kept the College alive at a time when it would have gone under. As I write this, the certification of administrators is about to begin. The consequences of this for ACNHA and for nursing home administration will be manifest for many years. The College will go through a "test of fire" as it implements the certification program.

It was my privilege and honor to be President when the grant was received and to serve as Chairperson of the Kellogg Grant Advisory Committee, which assisted with the studies and proposals accepted for implementation. But I would be remiss if I failed to emphasize again the splendid work done by Al Yokie or failed to mention the work and solid achievements of Bob Burmeister and the fine staff of professionals he gathered about him for this very difficult work.

EXECUTIVE COMMITTEE

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President-Elect	Hoyt C. Crider
Secretary	E. B. Baker
Treasurer	Stuart Goldberg
Governors-at-Large	Nicholas D. Demisay
	Benjamin Lane
Immediate Past President	Edward Brody

BOARD OF GOVERNORS

Region I	Andrew L. Fennelly
Region II	Barry Mills
Region III	Marvin Dessner
Region IV	Peter W. Harris
Region V	Dell Hagan
Region VI	James Bowden
Region VII	Joseph Mash
Region VIII	Marian Post
Region IX	Reuel J. McPhie
Region X	William Heideman
Region XI	Byron Baker
Region XII	Gordon MacKenzie

EXECUTIVE VICE PRESIDENT

J. Albin Yokie

The Longest Presidential Year

The twelfth year of the College began under the leadership of President Gerald Bishop. It was destined to be the longest Presidential term in the history of the College because the date of the Annual Convocation was shifted from fall to spring.

Grants and Research

President Bishop indicated that he would prefer the operational mode of the College to be more grass-roots oriented. He felt the assumed policymaking role of the Executive Committee could become divisive. He wanted more involvement in policymaking by the elected Regional Governors and indicated that this might be reflected in his committee appointments. This new direction was carefully evaluated; some expressed opinions that it might place untested individuals into leadership positions, eliminating to some extent the influence of previous leaders.

The highlight of the year was the beginning of the \$475,800 grant from the W. K. Kellogg Foundation. The proposal for this grant had addressed three perceived needs: (1) an operating data base on the demographic and experiential characteristics of long-term care administrators, including an educational profile to help define curriculum needs, (2) the establishment of a certification program through examination procedures that could be used for advancement and the recertification and upgrading PES licensure recommendations, and (3) an educational planning activity with eight learning models over a 30-month period, extracted from information in the data base.

Executive Vice President Yokie was authorized to negotiate for more office space to accommodate additional office staff, and the administrative structure of the Foundation was established for the project. Robert Burmeister became Director of Education, Research, and Development; Roderick McDonald, Associate Director for Education; Alan Foose, Associate Director for Research; and Bonni Hartman, Secretary. By April 1976 all new positions had been filled.

In other grant activity, the U. S. Department of Health, Education, and Welfare awarded the College a grant of \$72,306 in 1975 to develop seven seminars for training nursing home administrators. All seven models were started by the following spring.

Also, a \$1,000 grant from the Kellogg Foundation plus contributions from individual Chapters provided books and furnishings for the library, which was now in a separate room in the National Office.

Educational Activities

In January 1975 the Education Committee recommended the following policies for the College's educational programs:

- The College should foster an attitude that would promote working with institutions of higher learning to achieve College cosponsorship of their programs.
- There should be a sharp separation between educational program needs and needs of membership recruitment.
- A survey should be performed to determine educational problems on the state and regional levels.

As of February 1975, two nationally sponsored seminars were being studied and developed while two others were in the pilot stage. By this time the value of the College's educational efforts were being recognized. In July 1975 Yokie reported that 10 states had given automatic approval of all College educational programs.

Policy Issues

Governor Benjamin Lane reported in early 1975 that 50 nursing home administrators in California were being cited for noncompliance by state surveyors who were not professional administrators. He and President-Elect Crider were requested to draft the position the College should take on this matter. Later in the year President Bishop went on record as being unalterably opposed to nonlicensed persons' making judgments resulting in fines to individual administrators in the absence of due process of law. The staff was instructed to seek legal counsel to address this question.

After Senator Frank E. Moss released his committee's initial report on nursing homes, the College engaged the services of consultants Richard Ney and Cheryl Anderson to prepare a position paper. Also, the Board of Governors went on record as approving the New York Chapter's efforts to fight proposed state action to limit admission of patients into nursing homes.

Interorganizational Efforts

The College volunteered to coordinate a two-day program for long-term care administrators at the Tenth International Congress of Gerontology in Israel, and President Bishop and Director of Education Michael Stotts represented the College there. Past President Edward Brody was responsible for the educational portion of the Mid-Atlantic Health Congress programs, assisted by Barry Mills and Marvin Dessner. Derril Meyer was invited to serve on the Health Insurance Benefits Advisory Council of HEW, and Executive Vice President Yokie testified before the new House Select Subcommittee on Health Maintenance and Long-Term Care.

Also during this time, the College conducted a Symposium in Toronto, Canada, and authorized printing of the proceedings. Nicholas Demisay

was authorized to look into College membership in the Joint Commission on Accreditation of Hospitals. Formal application was made later in the year.

Organizational Business

The status of the Canadian Chapter of the College was a matter of concern in early 1976. After an attempt to dissolve the Chapter failed, a special committee was appointed to study the issue. In March the College adopted the committee's recommendation that a letter be sent to all members in Region XII to obtain their views on whether the Region should be dissolved. Then in April, a task force was appointed and instructed to develop a plan to serve the Canadian members of the College in the best possible way.

In other matters specifically concerning the Region—

- The Board of Governors adopted the requirement that each Governor attend the Advancement Workshop in Toronto and conduct a minimum of two Advancement Workshops per year in his or her Region.
- Each Chapter was required to hold at least two Chapter meetings per year, which Officers were required to attend.
- It was emphasized that all advocacy matters must be referred to the Executive Vice President for information and approval prior to adoption or implementation and that no Chapter or Region may enter into a contract without prior approval of the Executive Committee or Board of Governors.
- The State Presidents requested help in relieving local tensions between state trade associations and ACNHA Chapters and President Bishop was asked to develop a position on providing members with the opportunity to present local issues such as this at the general business sessions of the Annual Convocations.
- The Board of Governors approved the synchronizing of the terms of National, State, and Chapter Officers.
- Chapters were encouraged to publish newsletters.
- The Minnesota Chapter contributed \$500 to the ACNHA Foundation.

When the subject of changing the name of the College was raised once again, it was decided to poll the membership on the question. The survey showed 554 in favor, 762 opposed, and 23 undecided.

The Ethics and Standards Committee completed its revisions of the Code of Ethics in 1975. In 1976 their report "Procedures for Disciplinary Action on Violations of the Code of Ethics" was referred to the Bylaws Committee for further study.

In other internal matters, a Long-Range Planning Committee was created, the new position of Assistant Director of Member Services was budgeted, a moratorium on awarding Honorary Memberships was called until new guidelines were completed, the Executive Committee instituted a policy of open meetings, an expanded data processing system was

approved, the new award of "Life Fellow" was adopted, and it was decided to solicit advertising to support printing of the *Journal*. In January 1976, the entire program of the College was carefully reviewed.

Early during President Bishop's term of office it became obvious that the College's financial resources were very limited and expenses were exceeding budgeted amounts. There was a deficit of nearly \$26,000 at the beginning of 1975, and steps were taken to cut back expenses. The College showed a balance of nearly \$4,000 at the end of the year.

As of February 1975, only 20 out of 258 membership applications were Chapter-generated. However, the goal of 945 new members in 1975 was surpassed for a final total of 1,004. The 1976 new membership goal was set at 1,005, and at the end of April 257 had joined. The final report of the Credentials Committee revealed that 846 applications for advancement had been received since the last Annual Convocation; 134 were advanced to Fellow, and 642 to Member.

The Executive Committee went on record as endorsing the California Nurses Association grant request proposal to HEW to implement and evaluate its patient care audit model in 24 skilled nursing facilities located in Texas and Ohio.

Approval was given for the College to endorse a national study by Lulu Westbrook of Dallas, Texas, on the incidence, prevalence, and characteristics of head and spinal cord injuries.

Albin Yokie presented two brochures developed by the Department of Education: "So You Want to Be a Nursing Home Administrator" and "Practice, Certification and Education of the Long-Term Care Administrator."


TENTH ANNUAL CONVOCATION—April 24-28, 1976
Omni International Hotel, Atlanta, Georgia

The theme of this meeting was "Quality Care: Measure of the Administrator." President Bishop welcomed the 802 registrants to his home state.

Thirteen and one-half hours of continuing education credit were offered. Educational topics included "Your Legal Responsibilities as Administrators," "New Developments in Labor Relations," "Health Services Agencies and Long-Term Care," and "Long-Term Care and the Washington Scene." The first Plenary Session, called "Young Administrators Forum," was directed toward new administrators in the field less than seven years and examined the future of the long-term care profession.

An Advancement Ceremony was held April 26 in honor of all members who advanced to Fellow since the 1974 Convocation. The Awards Luncheon, held April 27, featured the presentation of the Life Fellow Award and the Special Education Award. In addition to this presentation, Officers, Regional Governors and national committee members were honored for their efforts the past year.

The Annual Banquet, held Thursday, April 29, featured the installation of new Officers and Governors and honored the installation of the new 1976-77 President, Hoyt Crider.




newsletter

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**Legislative
High
lights**



(Starting with this issue, Legislative Highlights is a new column which will feature briefs on Capitol Hill events and legislation affecting the long-term care administrator. We hope to provide you with the latest information from Washington each month.)

The Ways and Means Committee structure has been realigned by the House. The changes, which must be accepted by the 94th Congress meeting this month, will create 4 to 6 subcommittees. One of the subcommittees will be on health, and is expected to handle the national health insurance legislation.

Other subcommittees will be on taxes, social security, trade and welfare. As a part of reforms in the House system, the Ways and Means Committee will be increased by 50% (from 25 to 37 members). Fifty percent will be new members to the Committee, providing a more liberal cast.

A new Select Committee on Aging has been created in the House; Democratic members will be caucusing on January 13th and 14th to determine the members of the committee. Republican members will be selected by the House Republican Conference this month.

An investigative study on Fire Safety Deficiencies in Nursing Homes has been completed by the House Governmental Committee.

(See LEGISLATION on page 5)


ACNHA schedules first north american symposium

In a move to provide new direction and to stimulate new approaches to nursing home management the College has scheduled the First North American Symposium on Long-Term Care Administration for July 27-31, 1975, in Toronto, Canada. In lieu of a 1975 Annual Meeting, the College, through its Committee on Education and Research is inviting administrators, educators, and researchers to the Prince Hotel in Toronto to explore the practice of administration in long-term care. The symposium, featuring presentation of unique and imaginative approaches to management, will be divided into general and small group discussions to provide for interaction between the presentor and the audience.

Interested persons wishing to present papers during the four-day meeting are invited to forward typed, double-spaced abstracts of 200-300 words in length to the Education and Research Committee for selection. Deadline for submission of abstracts is April 15, 1975. The papers should focus on the practice of long-term care administration; selection will be made based on originality of thought and application and potential contribution to practicing administrators in long-term care facilities.

In addition, the College is planning to have a satellite program on Canadian health services. Administrators of U.S. nursing homes, particularly will benefit from this program.

(See Symposium on page 2)



Toronto: Site of the ACNHA First North American Symposium on Long-Term Care Administration July 27-31, 1975

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RESUME OF MY PRESIDENCY Gerald A. Bishop

After the 1973 Kansas City Convocation, at which I was elected President-Elect, I was encouraged to explore the desirability of establishing ties and working closely with the American Nursing Home Association, the American Hospital Association, and the American Association of Homes for the Aging. An initial meeting with these groups was scheduled for January 3 and 4. We met and tried to find ways in which the four organizations could work together in the future. Successive meetings, however, produced little progress.

I was concerned about the professional status of the College. For example, when I had been asked to attend, and represent the College at, the Southeastern Hospital Conference in Atlanta, I found the College's presence totally ignored.

As I put together my projected programs as President, two additional matters were of increasing concern. First, I was interested in development of a model administrative and training program the College could use as a guide. While we needed such a program then, and need it even now, my hopes were never realized. Second, I wanted more administrators of nonprofit facilities to become involved in the College. We were becoming more a trade organization than a professional organization under an Executive Committee that was more and more the policymaking body for the College. I sought to devise a system and organizational structure that would limit the policymaking potential of the Executive Committee. To achieve my goal, I planned on having each committee chaired by a member of the Board of Governors who would, in turn, report to the Executive Committee. This system, I felt, would allow more grass-roots involvement and input. However, when I announced this plan after being elected President, it was voted down by those who objected that this would place in positions of influence persons who had not proven their worth.

My installation as President at the San Francisco Convocation went smoothly. It was an exciting Convocation. But my excitement and joy evaporated when I learned that the College was some \$70,000 in debt. We needed to borrow even to meet the payroll. I found myself in the uncom-

fortable position of having to limit my proposed programs to those that did not involve any costly brick-and-mortar types of things. My hopes and plans seemed stifled. For all practical purposes, we were restricted to sponsoring studies done by our members.

Then, in line with Albin Yokie's thinking, we began some much-needed long-range planning. To implement this, we created a Special Task Force, chaired by Hoyt Crider. A period of stress followed, because some members of the Northeast power structure did not understand my style of leadership or the decentralization process I was trying to generate. This was also the period when Canadian participation in the College came under study.

In February 1975, Al Yokie and I represented the College at a White House-sponsored session concerning events in the social health field. Our participation did strengthen the position of the College.

At our March meeting, we received news of the Moss Report and data on the Kellogg Foundation study. Derril Meyer deserves credit for all the hard work that brought Kellogg Foundation support, which became a major turning point in the history of the College.

About this time, the preliminary report of the Special Task Force was being circulated. It became controversial.

It became obvious that we would have to relocate our office. The Silver Spring office was not large enough to accommodate the library and the increased staff for the Kellogg study.

I was heartened that one project of mine finally came to fruition. The College library was on its way.

In June, I served as chairman of a discussion group at a Mini-White House Conference on Aging at George Washington University. The sessions themselves were excellent, but the consumer response could have been stronger.

I attended the Tenth International Congress of Gerontology in Jerusalem, Israel. There I had the opportunity to consult with Herb Shore, administrator of a Jewish facility in Dallas, Texas, one of the leaders of the American Association of Homes for the Aging. He also taught at North Texas State University.

There in Jerusalem, I also had the opportunity to renew contact with Rev. Carl Becker, one of the Founders and Past President of the College. We discussed the role and policies of the College. I remember especially his suggestion that the College establish a "mantle of power" that would move from President to President.

Following my return from Israel, my own facility and I paid the cost of my leadership in the College. In one six-day period, for example, I experienced more than 110 hours of inspection by representatives of five different branches of government. That, apparently, is the price of being in a position of prominence and leadership in the nursing home industry.

There followed a major event—the North American Symposium in Toronto, Canada. It was the College's first such event and it was planned by administrators for administrators. We had modestly hoped for an

attendance of 200. Some 600 persons registered. The programs were superb, and the profits helped our economic situation.

Then, once again, we were faced with pressures from the Northeast; fundamental differences in philosophy resulted in a clash. One of the bright spots of this time was the recruitment of Robert Burmeister to strengthen Albin Yokie's team of experts.

Our leadership efforts during the fall months were low key. Unresolved conflicts in philosophy weakened the efforts of the Education Committee.

In December, we were asked to testify before a committee on "Problems of the Elderly." We received good exposure and, as a result, became better recognized in the industry. Al Yokie spearheaded our effectiveness.

Of great concern to many of us was the harm we were suffering because of the activities of some administrators who were being prosecuted. The bad publicity hurt us all.

The Atlanta Convocation was special to me in that it was held in my hometown and brought my Presidency to a close in familiar territory. It was a privilege to give the medallion of office to my successor, Hoyt Crider. The College took positions on some important things and brought policymaking back to the grass roots.

During my 67 weeks of service as President—the longest Presidential year on record—I was on the road for the College 101 working days, or an average of one-and-a-half days per week. There is no way I can estimate the countless days and hours spent in preparation, study, and writing to assist the College.

As Past President, I continued to serve the College as Chairperson of the Long-Range Planning Committee and did considerable other liaison work. It was difficult to remain active. There should be some way in which leaders can continue to contribute without undergoing quite so much stress.

It was a privilege to be involved in the Wingspread Conference at Racine, Wisconsin. The papers that were presented and the participants were of excellent quality.

In 1978, President E. B. Baker asked me to chair a committee that would again study the issue of a name change for the College and make a presentation at the Washington Convocation. Thus, I continued to be involved in the challenging, sometimes difficult, but always rewarding work of this great professional body of nursing home administrators.

1976-77

EXECUTIVE COMMITTEE

President	Hoyt C Crider
President-Elect	E. B. Baker
Secretary	Marvin Dessner
Treasurer	Stuart Goldberg
Governors-at-Large	Nicholas D. Demisay Benjamin Lane
Immediate Past President	Gerald A. Bishop

REGIONAL GOVERNORS

Region I	Andrew L. Fennelly
Region II	Barry Mills
Region III	Edward Brody
Region IV	Howard J. Behm
Region V	Charles Yeilding
Region VI	James Bowden
Region VII	Phillip McConnell
Region VIII	Marian Post
Region IX	Robert Smith
Region X	William A. Heideman
Region XI	Carolyn Pavloff
Region XII	Gordon MacKenzie

EXECUTIVE VICE PRESIDENT

J. Albin Yokie

A Year of Action

Hoyt Crider was installed as President of the College at the Annual Convocation in Atlanta in 1976. Albin Yokie remained Executive Vice President, with an office staff that consisted of Robert Burmeister, Director of Education, Research, and Development; Frank A. Phelps, Director of Member Services; and Frieda E. Enss, Assistant to the Executive Vice President.

At a meeting of the Executive Committee and the Board of Governors immediately after the close of the Convocation, President Crider presented a proposal for improving the effectiveness of Board of Governors meetings and outlined his suggested program for 1976. The budget and committee appointments were ratified.

Grants and Research

It was reported in June that the College had submitted a proposal for implementing a national program to assist providers in understanding the intent of the patients' bill-of-rights in skilled and intermediate care facilities. Burmeister was in the process of preparing a research proposal for demonstrating the relationship between quality assurance and the long-term care administrator's understanding and skill regarding quality assurance. The College also resolved to seek grants to establish an Administrator-in-Training Program that could become a national standard and, as an adjunct to this, to develop a Preceptor's Certification Procedure to be administered by the College.

In July HEW provided a supplemental contract of just over \$9,000 to develop self-instruction programs and instructor guidelines. Four programs under the original grant were ready for HEW's review: In-Service Education, Fire Safety, Law, and Mental Health Services Management. At the same time, J. Albin Yokie was appointed to an Advisory Committee Patient Assessment and Care Evaluation Program to advise on Phase 2, Long-Term Care Program under HEW, which was then being field-tested. In September Robert Burmeister reported that a seminar under the HEW contract had been field-tested in Alabama.

By June the ACNHA staff had developed a national survey instrument to provide the data base on long-term care administrators central to the Kellogg project. This would be the crucial first step toward licensure and certification, and toward educational programming in later years. The survey was to be released for review and comment of the Kellogg Committee, the Education and Research Committee, the Foundation Board of

Directors, and the College Board of Governors. During the summer of 1976 this survey instrument was revised.

Funding for the ACNHA Foundation was an issue during 1976. The Foundation's Board of Directors decided to recommend that College members be assessed 15 cents annually to support the Foundation. The Board of Governors resolved to provide sufficient funds to meet obligations to the Kellogg grant. The Foundation authorized Yokie to fill a new full-time position of Director of Development when funds reached \$10,000 above the amount needed under the Kellogg grant. The position would carry the responsibility of establishing an ongoing fund-raising program.

Educational Activities

The College held Symposia in San Francisco; Cambridge, Massachusetts; and Chicago. While registration for them did not meet projected goals, the events were a success for all. Attendance reached 487, and luncheons were held to establish a better relationship with licensure Board members. The College received a net of \$12,000, of which \$4,500 was earmarked to publish the proceedings.

Albin Yokie, Robert Burmeister, and Carl Becker met with representatives of the Johnson Foundation to discuss establishing a national workshop for a broad mix of people to explore the implications of aging in America, what the role of long-term care should be, and how society can provide adequate financial resources. The Johnson Foundation agreed to produce a written document on the conference and a radio program based on it to be aired on affiliated stations. The Board of Governors approved holding this conference.

The College voted to develop a forum bringing together provider, consumer, legislative, and other groups to discuss specific common areas of concern in long-term care. They also resolved to develop and publicize an active Speaker's Bureau for use within and outside the College.

In July it was reported that 18 educational programs approved by the College were available to administrators and that the University of Pittsburgh was developing an external degree program. In February 1977 the Education Committee reported that it had reviewed 14 state Administrator-in-Training programs.

Policy Issues

In July, Yokie reported on various press releases to HEW, governmental agencies, congressional health staffs, and state licensure boards.

The College approved the Pennsylvania Chapter's opposition to the Pennsylvania legislature's increasing licensing fees for general revenue without providing for increasing funds to operate the Board of Nursing Home Examiners. The College also voted to support the New York Chapter's protest against the Controlling Persons Act in New York, although it declined to commit funds to this protest. The Board of Governors voted their support of the concept that persons over the age of 65 years be

permitted to retain employment without being subject to loss of financial benefits under Social Security laws and regulations. Governmental criticism and harassment of the nursing home profession were discussed at the November meeting, and the American Health Care Association's resolution dealing with this "inquisition by government" was supported by the College.

The Executive Committee authorized the Northwest Chapter's use of the College's name in supporting legislation designed to strengthen the authority of the Washington State Licensure Board in revocation or suspension of administrators' licenses. In another matter related to licensure, the Executive Committee instructed Yokie to contact those state licensure boards that did not have continuing education requirements, recommending that they adopt such requirements. Also, the College voted to "encourage each state to make provision for a non-licensed person to serve as administrator for a period of three to six months when a facility is without the services of a licensed administrator for reasons that could not be anticipated." It was resolved that "member reciprocity service" for College membership be established by January 1, 1977.

The Board of Governors asked the Executive Committee to seek information on legal actions being taken through the New York State Trade Association and through legal counsel of the New York Chapter, so that they could use this information in developing a position letter to be sent to each legislator in New York.

Interorganizational Efforts

The College was invited by the Association of University Programs in Health Administration to serve on a task force to develop a curriculum manual for an Administrator-in-Training preceptor-training workshop to be presented at the next Convocation. President Crider and Executive Vice President Yokie attended the business meeting of the National Board of Examiners, Inc., in Washington, D.C. They reported that the NAB was undertaking a validation of its examination, that the NAB Education and Reciprocity Committee had recommended 20 hours of continuing education annually as a minimum requirement for licensure, and that the NAB had published a summary report of state licensing requirements. President Crider also participated in the Professional Standards Review Organization meeting in San Diego where patient assessment was discussed. He reported on the concern of the College, the American Association of Homes for the Aging (AAHA), and the American Health Care Association (AHCA), in supporting the Joint Commission on Accreditation of Hospitals (JCAH) and on his conversation with Mr. Graber of the American Medical Association and Elaine Nelson of the JCAH.

As of July 1976, the College's application for membership in the Joint Commission on Accreditation of Hospitals had not been considered. In early 1977 the Board voted that the College become a member of the National Health Council.

Organizational Business

At the meeting of the Board of Governors in February 1977, President Crider reviewed the circumstances surrounding a civil complaint filed against his company, along with a stipulated judgment. It was the consensus of the Board that President Crider had not been involved in any unethical behavior in the operation of his company. In other internal business in 1976-77—

- The charter of the Virginia Chapter was revoked because of its dominance by a trade faction with little or no representation of the total Chapter membership and because of its defiance of agreed-upon arrangements for election of new Officers.
- The California Chapter dedicated a chair in the College library in honor of former President Donovan Perkins and made a gift of \$500 to the Foundation.
- The new Chapter Manual, a guide to assist the Chapters in their activities, was presented to the Executive Committee.
- The Board of Governors approved the Executive Committee's recommendation that each Regional Governor be required to have at least one annual Regional activity to provide funds for the Foundation.
- Under the new Code of Ethics giving authority to seek the resignation or suspension of a member convicted of a felony, one member was suspended and the resignation of another was sought.
- Two new membership benefits were approved—automobile leasing and personal loans.
- The Insurance Advisory Committee was asked to draw up information on how a member administrator should determine whether he is adequately covered by his facility's insurance policies.
- The Board of Governors resolved that its members have a moral and professional obligation to notify the Executive Vice President of any action pending against them that could embarrass or harm the College.

The Canadian Task Force continued its work. It requested that the National Office provide Regional Governors with the names and addresses of Canadian long-term care administrators and that Regional Governors should conduct at least one educational program each year at the most appropriate city adjacent to Canada.

The College sent out three recruitment mailings in 1976. As of September, the rate of new enrollment was picking up, for a total of 596 new members. In February 1977, the Credentials Committee reported that it had reviewed 139 applications for advancement, of which 103 were approved, 22 were pending, and 14 had been rejected.

ELEVENTH ANNUAL CONVOCATION—May 11-15, 1977
Fairmont Hotel, Dallas, Texas

The theme of this meeting was "Quality Assurance: Your Continuing Challenge"

The meeting opened on May 11 with a Board of Governors/Regional-Chapter Officers meeting. Also held on the first day was a Regional/Chapter Officers Workshop; the official opening of the exhibits; and meetings of the Education, Ethics, Membership, and Nominating Committees. Plenary Session 1, "The Future of Long-Term Care Administration—An Historical Perspective," was led by Frederick Gibbs. Plenary Session 2, "Administrators' Forum," included a panel of Kenneth Weber, E. B. Baker, and Ranee Clayton. The evening featured an Advancement Ceremony to honor all those who had advanced since the 1976 Convocation and a President's Reception.

On the second day of the Convocation, an Opening General Session was presided over by Hoyt Crider. This was followed by concurrent educational sessions. Educational seminar topics included "Development of a Patient Appraisal and Care Evaluation (PACE) System for Long-Term Care," "The OARS Multidimensional Methodology for Functional Assessment," and "Practice, Certification and Education of the Long-Term Care Administrator." These sessions were taught by consultants in the field, staff members of federal agencies, university faculty members, and association executives.

The third day of the Convocation featured a continental breakfast in the exhibit hall and a "by invitation only" licensure board member breakfast. Educational sessions covered the following topics: "Effective Management and Mental Health Services in the Nursing Home," "What Administrators Should Know About Short-Term Training Programs for Nursing Home Staff," and "Day Care—An Alternative for the Aging." During the afternoon the General Session reconvened for the election of Officers. The sessions in the evening included the Regional Meetings and a Foundation of the ACNHA Board Meeting.

The third and last day of the annual meeting included a Plenary Session on "Challenges to the Nursing Home Administrator Profession—A New Era," led by Samuel Levey of the City University of New York. A second Plenary Session entitled "Patients and Administrators—Working Together for Improved Patient Care" was led by Maggie Kuhn of the Gray Panthers. Concurrent educational sessions covered such topics as "Determining Needs for Inservice Education in the Nursing Home," "Quality Assurance and the Survey Process," and "Self-Assessing Your Training Needs as a Long-Term Care Administrator." The General Session reconvened in the afternoon and the Annual Installation Banquet and Dance took place in the evening. Outgoing President Crider welcomed incoming President Baker.



RESUME OF MY PRESIDENCY
Hoyt C. Crider

My association with the College at the national level began in 1969, when I was asked to be consultant in financial management to the Budget and Finance Committee. In subsequent years I served as Treasurer, President-Elect, and, finally, President in 1976-77. My service to the College continued during 1977 as Immediate Past President. I then served as President of the Foundation of ACNHA for 1978, and as Past President of the Foundation for 1979.

From the early 1970's, when the College was just taking root as a professional society, to the present time, there has been continuing pressure for growth. Happily, the College has been successful to a great extent, despite the limitations of its resources.

Some of the difficulties the College sought to address in the early 1970's were the following:

1. The broad geographic and administrative communications gap between the membership and the governing bodies, officers, and staff
2. The need for programming and provision of effective and readily available educational programs for the membership
3. The need to define the role of staff in best serving the governing body, officers, and membership
4. The need to strengthen and improve the budget and fiscal systems of the College
5. Problems arising from the composition of the Board of Governors as a body of 18 to 20 persons—for example, a tendency to push for a decision on matters not adequately prepared by staff work and a tendency to bog down in procedural detail

By the mid-1970's progress in dealing with these problems was already evident. The need for developing educational programs had been met largely through the grant from the Kellogg Foundation and the supportive College leadership. Also, the first budget was presented to the membership at the Annual Convocation for review and approval. This has become the ongoing practice of the College, and I feel that it generates better understanding by the membership of the College's need for financial support. Members leave the Convocation with a stronger feeling of

confidence in and support for the College as "their professional society." In general, as I write this in 1981, the budget system is functioning satisfactorily with the essential features of an effective budget cycle and management control system.

In 1975, the College was beset with a number of national and regional issues. One was the fact that it was embarking upon the first year of the three-year Kellogg grant project. A second area of concern was the increasingly active advocacy role of College Chapters and Regions, along with the potential liability this involvement brought. The College undertook to clarify its position by stressing to Chapters and Regions the essential but sensitive nonprofit status of the College, and by asserting the College's right to have prior review and approval of all contracts or engagements entered into by subordinate units.

A third area of concern was the College's presentation of the first successful and precedent-setting Symposium in Toronto, Canada, in July 1975. And a fourth was the College's activity in responding to the various publications issued from the offices of then-Senator Frank Moss of Utah.

The College also was still involved in the litigation against the Secretary of HEW regarding the mandated reduction of administrators as professionals on state administrator licensing boards throughout the country.

One of the items that came before the Executive Committee just prior to my assumption of the Presidency was the matter of the future of Region XII. A letter had been sent to all Canadian members (approximately 50 in number) requesting their views on the future of Region XII, and Treasurer Stuart Goldberg reported that the response was disappointing. Accordingly, Goldberg recommended that the Executive Committee support a recommendation of the Bylaws Committee to dissolve Region XII and assign the Canadian members to the nearest ACNHA Regions of the United States. The Executive Committee concluded that the matter should be referred to the Board of Governors for consideration.

There was concern among some College leaders that this move might create a gulf between the College leadership and the Canadian membership, which already lacked a strong identity with many of the activities and issues associated with the ACNHA. There was also a strong feeling that the American College of Nursing Home Administrators should live up to its name and be truly "American," rather than strictly a college for nursing home administrators in the United States. In retrospect, the question seems to have been resolved with a gradual increase in Canadian membership as well as much stronger Canadian attendance at and participation in all of the College's national functions.

The year of my Presidency opened with installation at the Omni International Hotel in Atlanta. ACNHA Presidents have generally found their terms of office extremely busy and adventurous. Mine was no exception. My term brimmed with excitement and enjoyment, as well as purpose and a considerable degree of achievement.

Leading off the events following installation was a stopover in Tyler, Texas, enroute back to California. The Texas Nursing Home Association was holding its first annual "Ms. Nursing Home" pageant, and I was asked to participate as one of the judges. The then Governor of Region V, Dell Hagan, graciously invited us to participate in this event.

At the Atlanta Convocation, as part of the general membership session on the "aims and future of the College," seven resolutions drafted by members of the Executive Committee had been adopted overwhelmingly by the membership. They concerned the following issues:

1. The need for a standard form of payment
2. The need to follow the principles of peer review
3. Certain actions of bad faith by government
4. The need for professional self-determination
5. The need for consultation with professionals in the formulation of new regulations
6. The need for developing a scheme of national professional evaluation
7. The question of where the funds to support federal government regulations should come from

The resolutions reflected the growing concern and militance of nursing home administrators over regulations affecting their status. Their acceptance by the membership greatly strengthened the convictions of the College leadership that a stronger and more aggressive advocacy position should be taken.

The resolutions approved in Atlanta were ready for promulgation in June. Copies were sent to the American College of Hospital Administrators, the American Nursing Association, the American Medical Association, the Association of Nursing Home Administrators, and other professional and trade associations. Copies were also provided to Chapters for recruitment purposes, to federal officials on various health committees in Congress, and to members of the regulatory bureaucracy.

The College had previously maintained membership on the Accreditation Council on Long-Term Care only in an unofficial way, through several College leaders who were on the council by virtue of their roles in the American Health Care Association. During 1976, it seemed the Joint Commission on Accreditation of Hospitals (JCAH) was embarking on a challenging and difficult struggle aimed at achieving "deemed status" in the eyes of the federal government so that its accreditation of long-term care institutions would be accepted *ipso facto* by both federal and state government agencies without further licensing or certification surveys. At that time, the position of the federal government was that an agency could be given "deemed status" if it established standards higher than federal and state regulations required, and could demonstrate in spot checks that less than 5 percent of its accredited facilities failed to meet the high standards. The Executive Committee authorized its representa-

tives to transmit to JCAH the College's desire to be represented on the JCAH Council on Long-Term Care and to provide input into JCAH's survey of professional administrators.

Among the other matters of business during the spring and summer of 1976 was a supplement to the original HEW contract for the development of three educational modules with self-instruction manuals. These self-instruction programs, along with some results of the Kellogg project, were to be introduced to the license boards in the areas of the fall Symposium locations. The self-instruction package modules included pre- and post-testing devices to demonstrate the effectiveness of courses. These modules have since been made available to our members.

Albin Yokie reported at the July meeting of the Board of Governors that, as a member of an advisory committee on the Patient Assessment and Care Evaluation Program, which would be implemented over the next two or three years, he had participated in the development of a survey to be field-tested in some 200 facilities. This so-called PACE program was taken under the monitorship of the Executive Committee so that regular progress reports could be made available to the Board of Governors. Also, it was felt that the 1977 Convocation should include a panel presentation on patient assessment.

As President, I had appointed a new committee entitled "Examination, Licensing and Reciprocity" for the 1976-77 administrative year. This committee was an outgrowth of the Education Subcommittee of similar title. It was given independent standing because of increasing timeliness and importance of examination, licensing, and reciprocity. This new committee was approved by the Executive Committee and by the Board of Governors.

The Board of Governors voted to establish a reciprocity service by January 1, 1977. This service would be extended to the membership of ACNHA with the cost to be funded through the general operating budget. This was an outgrowth of discussions which revealed that reciprocity had become a continuing and serious problem, particularly for multi-state chain-operated organizations. The problem stemmed from the limited time allowed by most state licensing agencies for recruitment and hiring of a new licensed administrator when an existing administrator resigned or was otherwise terminated. The College undertook to encourage states to make provision for temporary licenses valid for a three- to six-month period to cover such contingencies.

Among the projects during my administrative year was the continuation of efforts to bring together representatives of the National Association of Boards of Examiners (NAB) and Professional Examination Service (PES) in order to work toward a standardized examination, properly validated and tested for reliability. The effort began on November 16, 1976, when I attended NAB's semiannual convention in Kansas City at the invitation of its then President, Dr. Millington. This meeting was an outgrowth of the October 1976 meeting held by the College's Examining, Licensing and Reciprocity Committee, which both Dr. Millington and Dr.

Craig Schoon of PES had been invited to attend. These efforts at reconciliation finally bore fruit in 1981, during the Presidency of Dell Hagan.

In another cooperative effort, the American Health Care Association invited the National Council of Health Care Services, NAB, the American Association of Homes for the Aging, and ACNHA to meet together December 7 to discuss topics of mutual interest. This was a continuation of previous meetings held to share ideas and coordinate efforts toward joint accomplishment.

The Long-Range Planning Committee was an outgrowth of a Special Action Task Group appointed by former President Gerald Bishop to study certain internal structural and policy questions. The Special Action Task Group had generated a controversy over its handling of certain issues during its earlier deliberations. However, the reconstituted Long-Range Planning Committee was purged of most of that controversy by the time it got underway in 1976.

The New York ACNHA Chapter requested financial assistance from the College to carry on its campaign against New York's new Controlling Persons Act, which placed heavy liability on administrators and owners of long-term care facilities. Although the Executive Committee and the Board of Governors were in sympathy with the New York Chapter, it was felt that a most undesirable precedent would be set if the request for funds were approved. However, the College continued to support the New York Chapter's opposition to the Controlling Persons Act.

At the November meeting of the Board of Governors, there was further discussion of inquisitorial investigations and legal actions threatening administrators in New York State. After extended discussions, the Board decided to publish in a forthcoming issue of *The Long-Term Care Administrator* a request for administrators, Chapters, and Regions to suggest how to counter such governmental activities effectively. The College voted to support an earlier American Health Care Association resolution condemning the inquisitorial practices in New York State.

During the early months of 1977, the College was fortunate to be invited to cosponsor a long-term care conference partially funded by the Johnson Wax Foundation at Wingspread Conference Center in Racine, Wisconsin. This invitation to the College was brought about by former ACNHA President Carl Becker, who was a consultant to the Johnson Foundation.

EXECUTIVE COMMITTEE

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President-Elect	Stuart Goldberg
Secretary	Dell Hagan
Treasurer	Marvin Dessner
Governors-at-Large	Nicholas D. Demisay Andrew L. Fennelly
Immediate Past President	Hoyt C. Crider

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Region X	Marshall Horsman
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Region XII	George W. Courville

EXECUTIVE VICE PRESIDENT

J. Albin Yokie

What Should Our Name Be?

Highlights of President E. B. Baker's term in office included cosponsorship with the Johnson Foundation of a long-term care conference and further consideration of changing the College's name.

Grants and Research

Edward Brody obtained a \$6,250 grant from HEW, Region III, Philadelphia. The purpose of the grant was to develop a one-day College seminar entitled "Planning Skills for the Long-Term Care Administrator."

A special issue of the *Journal of Long-Term Care Administration* was devoted to the "Practice, Certification, and Education" study.

The College also had outstanding grant applications being considered by the National Institute of Mental Health, the U.S. Administration on Aging, and the Health Resources Administration.

Educational Activities

The "Implications of Long-Term Care" seminar, cosponsored with the Johnson Foundation, was held in 1977 in Racine, Wisconsin. It became known as the "Wingspread Conference."

The College negotiated its first faculty services with the Medical College of Virginia in May. This was followed by negotiations and ultimately by signed agreements with Trinity University and the Western Network for Education in Health Administration, composed of Washington University, the University of California, Southern California University, and the University of Colorado.

A series of seminars on "Hiring the Handicapped in Long-Term Care Institutions" was held in Dayton, Ohio, and Seattle, Washington.

A decision to hold a 1978 Symposium in the Monterey/San Francisco area was approved.

A resolution was adopted sponsoring an Administrator-in-Training Preceptors' Workshop and a program in health services administration that would involve the joint efforts of the National Office, the Regions, the Chapters, and the state licensure boards.

The Education and Research Committee reported that attendance at seminars in 1977 was 50 percent higher than in 1976.

Policy Issues

The College endorsed the concept of youth internship in the field of aging.

The College decided to oppose proposed legislation in Maine that would require prior state approval for reimbursement of attendance expenses at all educational meetings

Carolyn Pavloff, Chairperson of the Examination, Licensing and Reciprocity Committee, expressed the committee's concern that proficiency tests for certification should include problem-solving and philosophical questions and basket exercises as well as multiple-choice questions

The Governors resolved to continue to work with the licensure boards to facilitate recognition of certification for purposes of licensing reciprocity. They also expressed the opinion that certification of professionals was and should be a function of a peer group; reimbursement should not be related to certification. They went on record as encouraging all state licensure boards to periodically examine and review available licensure examinations to make sure that the most valid and reliable examinations were used in the licensing process.

The following significant definitions were adopted:

1. *Licensure*: a process by which an agency of government grants permission to an individual to engage in a given occupation on finding that the applicant has attained the minimal degree of competency necessary to ensure that the public's health, safety, and welfare will be reasonably protected

2. *Certification*: a process by which a nongovernmental agency or association grants recognition to an individual who has met certain predetermined qualifications specified by that agency or association

3. *Accreditation*: approval of a school or content of a degree.

It was announced that the government recommended the establishment of national voluntary systems for allied health certification which would constantly evaluate the certifying agencies' policies, standards, and tests. As a result, the National Commission for Health Certifying Agencies was created.

The Board of Governors accepted in theory the concept that medical care evaluation studies are a means of comparing facilities, thereby benefiting patients and at the same time serving as a potential agent of change in regulations affecting nursing home administration

Interorganizational Efforts

The College approved exploring further the idea of membership on the Steering Committee for a National Commission for Health Certifying Agencies, and authorized the expenditure of \$500 for this purpose. It later decided to join this committee. Also, the Governors urged the acceptance of the opportunity to become a member of the Joint Commission on Accreditation of Hospitals, a long-time goal of ACNHA.

Albin Yokie, Carolyn Pavloff, Ed Brody, and Robert Burmeister attended the meeting of the National Commission on Health Certifying Agencies at Miami, Florida, as representatives of the College. Authoriza-

tion was given to remain affiliated with the commission, which represented 65 health professions

Yokie and Burmeister also attended the AUPHA Symposium in New Orleans. Burmeister presented a paper on the Kellogg project at the plenary session, and Yokie presented a paper on certification at a concurrent session. At this time Kellogg funding to AUPHA for long-term care was ending after 11 years, leaving the College as the only national representative for education of the long-term care administrator.

With the encouragement of the Kellogg Foundation, a Health Service Administration Data Consortium was planned. The College initiated a planning meeting in 1978 to discuss the feasibility of cooperatively developing and operating this computer information service. Invited participants were the American College of Hospital Administrators, the American Society of Mental Health Administrators, the American College of Medical Group Managers, the American Association of Homes for the Aging, the American Health Care Association, the Accrediting Commission on Graduate Education in Health Administration, the National Council of Health Facilities, and the National Center for Health Care Statistics

Organizational Business

In May, the Ad Hoc Name Change Committee recommended to the Board of Governors that the College's name be changed and suggested a methodology for handling the change. The following February, Past President Gerald Bishop asked former Governor Joe Mash to write a position paper on why the name of the College should not be changed; at the same time Bishop said he would write on why it should be changed. The Ad Hoc Committee recommended that they lead a presentation at the Convocation covering pros and cons of the proposed change and offering each side an opportunity for rebuttal.

The Executive Committee recommended that the Board of Governors accept the recommendation of former Governor MacKenzie that Region XII be dissolved. However, the Board resolved to continue the existence of Region XII.

During the year it was announced that Stuart Goldberg would be liaison between the Board of Governors and the Foundation's Board of Directors. In other business concerning the Foundation, the Ways and Means Committee, consisting of Edward Brody (Chairperson), Stuart Goldberg, and Andrew Fennelly, met to discuss ways of providing funds needed to meet the requirements of the Kellogg grant. They recommended creating the new position of Director of Development, and Patricia Rueckel was subsequently appointed to this post. They also recommended that a method for encouraging more and larger contributions to the Foundation be devised and that a picnic benefit be held to raise funds. The Board of Governors approved that the College solicit members to hold such events in their facilities or to benefit the Foundation in other ways.

The College's finances warranted serious concern during the year. In May 1977, Treasurer Marvin Dessner warned that a budgetary shortage of approximately \$40,000 could be expected by the year's end. The staff was therefore directed to monitor cash flow carefully and control expenses. In December the Board of Governors authorized the Executive Committee as its Finance Committee to work toward positive control over the 1978 interim budget expenditures with the Executive Vice President. In February the budget for 1978 was presented and adopted. It was expected that the financial success of the upcoming Convocation and the contingency for reserve in the 1978 budget would help offset the 1977 deficit.

The Executive Committee's recommendation to increase fees was approved. The new fees for 1978 would be \$50 for Associate Members, \$15 for Student Members, and \$15 for Inactive Members. The initiation fee of \$25 was removed.

An attempt to increase by \$10 the per diem of all persons previously eligible to receive such expense reimbursement was defeated.

In 1977, 899 applications for membership were received. More than 250 applications for advancement were submitted as well. Early in 1978 the College decided that high priority should be given to a marketing survey that would determine why College members drop out and why potential members choose not to join.

In May 1977 a position description setting forth the duties and responsibilities of the Regional Governors was adopted. Two efforts to establish a code of conduct and dress for Regional Governors at official College functions failed during the year. A Regional Governors' Briefing Series was authorized for 1978. Its topic was to be the Labor Reform Act of 1977.

It was decided that the Editorial Advisory Board of the *Journal* would be composed of between 20 and 30 individuals appointed by the Education and Research Committee. Its responsibilities would be to—

- maintain the professional integrity of the *Journal*,
- recommend policies, including advertising policy, for the *Journal*,
- review and evaluate manuscripts submitted for publication, and
- review publications for the *Journal*.

In other business, the Board resolved to provide assistance to individual Chapters in developing their newsletters and approved a resolution that "the National Office automatically deduct those charges which are due and owing the college from whatever monies are payable by the College to (the pertinent) Chapters and Regions." They authorized Yokie to seek and negotiate the relocation of the National Office of ACNHA. A pension plan for the College staff was authorized to begin January 1, 1978. The Board was to determine the amount of money to be allocated each year at the time of annual budget approval.

The College also decided, at the recommendation of the Insurance Committee, to look into a liability insurance level of \$100,000 to cover possible legal risks in connection with disciplinary action taken by the College against members. By mid-1977 six persons were being considered for possible violation of the ACNHA Code of Ethics, and the Ethics and Standards Committee was wrestling with an opinion from legal counsel concerning whether the Board may move to suspend a member.

TWELFTH ANNUAL CONVOCATION—April 16-19, 1978 Hyatt Regency Hotel, Washington, D.C.

"Long-Term Care Administration—a Special Trust" was the theme of the 1978 ACNHA Convocation. Its location made possible informative discussions with federal and congressional leaders on the state of the health care field and national policy in relation to health care.

The first plenary session was on "National Policy for Long-Term Care." Three pertinent recent reports were discussed—one on "functional dependence" by the National Academy of Sciences, one on the frail elderly by the Federal Council on Aging, and one on future demand for long-term care by the Congressional Budget Office. Other plenary sessions concerned themselves with "The Personal Promise of Long-Term Care Administration" and "A Look Ahead to the International Congress of Gerontology."

Concurrent sessions were held on many topics, including "A High Census: How to Get It, How to Keep It," "A Competency Model Program for Training Nurse Aides in Long-Term Care," "The Advocating Administrator," "Managing Decision-Making," "Winners and Losers: a Workshop in Reimbursement," "The Effects of Public Policy on Long-Term Care Administration," and "Long-Term Care and Health Systems Agencies: an Update."

In the business sessions, several significant actions were taken. The name change question was resolved with a decision to retain the traditional name. Membership attendance at the Annual Convocation was stimulated by adoption of a recommendation that the active Fellows and Members present at each Convocation and voting at the annual meeting would determine the dues structure to become effective the following January. The Board of Governors' powers were enlarged to include the granting of Honorary Fellowships, Fellow Emeritus awards, special awards, and active, associate, and student memberships.

It was ruled that the Examination, Licensing and Reciprocity Committee was to consist of three Fellows and Members. The Committee would receive, initiate, and consider all suggestions pertaining to examination, licensing, and reciprocity, and would submit a report of its activities to the Board of Governors.

Adopted were three important resolutions:

1. That Congress should restrict health insurance premium rate increases to the rise in the general cost-of-living index.
2. That the licensed or approved nursing homes or long-term care facilities should be considered suitable potential sponsors of home health care services.
3. That the American College of Nursing Home Administrators encourage the development and assessment of existing programs and (explore) the needs for additional programs in pastoral care within long-term care facilities, and (also) initiate programs of training for nurses.



RESUME OF MY PRESIDENCY **E. B. Baker**

At the Dallas Convocation, when I was installed as President, the controversial subject of changing the name of the College was on the agenda. Also on the agenda were Bylaws changes affecting the number of people serving on various committees and providing for staggered terms, thus allowing better continuity on committees from year to year.

When the name change came before the Convocation, a quorum call came from the floor. It was discovered that a quorum was not present, and the business session ended without action on the name change or on the proposed Bylaws changes. Therefore, after the banquet and before the Board of Governors meeting the next day, I spent several hours restructuring the committees according to the existing Bylaws and deciding who would have to be "disinvited" to serve for the coming year.

The question of the name change had been raised at every Convocation since the San Francisco Convocation in 1974. I appointed an Ad Hoc Committee to prepare a report for the 1978 Convocation outlining the various pros and cons in the hope that the name change question could be dealt with once and for all.

In July 1977, I met with Robert Burmeister and the graduate school faculty at Trinity University in San Antonio, Texas. A few weeks later, the College and Trinity University signed a faculty service agreement. The first such agreement had been signed with the Medical College of Virginia only a few months before.

In August 1977 Symposia were held in two locations—Norfolk, Virginia, and Otter Rock, Oregon. A new dimension added to the programs was a debate on a subject of interest to long-term care administrators. The debate proved to be the highlight of each Symposium and debates have continued to be part of these programs.

The Department of Education and Research had a busy year, since it was going into the third and final year of carrying out the work of the W. K. Kellogg grant. A profile of the long-term care administrator was completed and published early in 1978. It was the first ever attempted. A monograph known as the "State Licensure Requirements for Nursing Home Administrators" was published by the ACNHA Foundation in 1977. It listed the licensure requirements for all of the various states. This was another "first."

A side benefit of the W K Kellogg grant that had by this time become obvious was the possibility of developing a certification program for the long-term care profession. At the Board of Governors meeting in Otter Rock, Oregon, on August 16, 1977, the Board of Governors participated in a "Performance Statements Workshop," which was the first of numerous such workshops to be held across the country to assist the Education and Research Department in developing a certification program that would eventually be endorsed by the membership at the Seattle Convocation in 1980. The Examination, Licensing and Reciprocity Committee saw this program as a step forward in solving the knotty problem of reciprocity between states.

The conference at Wingspread, the S. C. Johnson Company conference center in Racine, Wisconsin, was held October 2 and 3, 1977. Carl Becker, an ACNHA Founder and Past President, was instrumental in arranging this effort. Arthur Fleming (HEW) was the keynote speaker. Tapes of the conference produced by the Johnson Foundation were scheduled for airing over 38 Mutual Broadcasting Company stations.

The Board of Governors met in Miami at the Omni Hotel in December 1977. At the same time, in the same hotel, the steering committee of the National Commission for Health Certifying Agencies was meeting. Sixty-five health professions were represented at that meeting. The ACNHA was represented, too, and the Board of Governors voted to maintain a membership in the organization until it could determine the success of the Commission. The Board hoped that ACNHA would be named as the certifying agency for the long-term care administrator.

Relations between ACNHA and the National Association of Boards (NAB) had for years been strained to the breaking point. Earlier in 1977, the Executive Secretary of NAB had indicated to me NAB's desire to work for a better understanding of each body's functions within the profession. Privately, the Secretary of NAB had asked me to name two or three College members to serve on the NAB Examination Committee. I declined the invitation at that time and suggested that the NAB Board take action on such a move, indicating that the College would be more than happy to cooperate once the NAB Board had acted. When the NAB met in Scottsdale, Arizona, early in November, both Albin Yokie and I attended. At the end of the meeting, we left without having been asked to name College members to any committee. However, we felt that some sort of organizational shift within NAB was about to take place. The door to better communications between the two organizations was opened slightly at that time and has since opened wider.

In February 1978, the Board of Governors met in Phoenix, Arizona. The College sponsored an educational seminar at the same time in the same hotel. College members at the seminar expressed interest in establishing an Arizona Chapter of ACNHA and in fact formed the organization and presented it to the Board of Governors while it was still in session. Thus, subject only to the approval of a set of Bylaws for the new Chapter, the Arizona Chapter of ACNHA came into being.

The Convocation of 1978 was held in Washington, D.C. The Ad Hoc Committee on the question of the name change made its report on the pros and cons of such a change, and it was debated at some length. The vote in the business session was to instruct Regional Governors to poll the members in their Regions and to place the matter on the agenda for the Detroit Convocation in 1979. The Bylaws changes concerning committee structure and appointments appeared on the agenda once again. This time they passed with little trouble. Thus ended the 1977-78 Presidential term.

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Secretary	Dell Hagan
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Immediate Past President	E. B. Baker

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EXECUTIVE VICE PRESIDENT

J. Albin Yokie

Membership Exceeds 6,000

The year 1978-79 was marked by the membership of the College exceeding 6,000 for the first time.

Grants and Research

In 1978 it was announced that research activities of the College represented \$368,555 of total funding activities. Grant proposals for a total of \$982,312 were under review by the National Institutes of Health, the Administration on Aging, and the National Center for Health Service Research and Health Care Financing Administration. Still other grant proposals were under development.

In January 1979, the Kellogg project, "Practice, Certification and Education of the Long-Term Care Administrator," was completed. The College sponsored an invitational conference to present the final report on the project.

Upon invitation, J. Albin Yokie and Robert Burmeister met with representatives of the Kellogg Foundation to discuss another grant of \$500,000 to \$1,000,000. The grant would be used to develop a consortium on health care data.

Educational Activities

In 1978 Yokie reported that the new contract for nurse's aide training was underway. He also met with clergy of many denominations to develop a possible fund appeal for an educational program in pastoral counseling.

Thomas A. Janke, Professor of Health Care Administration in the U.S. Army/Baylor Graduate Program in Health Care Administration, was introduced to the Board at a meeting in 1978. He was present in his capacity as a Fellow of the Accrediting Commission in Education for Health Services Administration. Professor Janke presented reports on "Professional Education for the Long-Term Care Administrator" and "Criteria for a Graduate Program in Health Services Administration."

Policy Issues

In 1978-79 licensure was again an important matter of consideration. The Board of Governors at the Quebec meeting adopted the following:

In the spirit of promoting reciprocity among states, it is felt that licensure boards should give considerably greater recognition to a licensed nursing home administrator's successful work experience and

present licensure status and, possibly, to the area of an administrator's professional activity and involvement. When one seriously considers or evaluates the amount of exposure and the multiplicity and variety of experiences encountered from an active, full-time position as a licensed administrator, it is generally recognized that such experiences give ample evidence of competency and are at least similar, if not superior, to those obtained by academic courses which are generally designed to train new and inexperienced applicants. In this light, it is, therefore, recommended that such administrative experience be recognized to the following extent and in a manner such as the following:

Licensed administrators seeking licensure in another state by reciprocity shall be waived of meeting academic entrance requirements if

1. They submit satisfactory evidence of having actively served full-time (40 hours a week) in a facility as a licensed nursing home administrator in any other state for a minimum period of two continuous years immediately prior to application for licensure by reciprocity, and
2. They are in good standing in the state in which they hold licensure.

Rationale for establishing an "acting license" category was discussed. Such a license would allow the applicant to serve as administrator while working on meeting state licensure requirements.

The following Credentials Committee recommendation was adopted in 1978:

Whereas a preceptor, by definition, is a teacher whose role is to provide competent instruction to the administrator-in-training (AIT) during the in-service training experience, and

Whereas currently 24 states require a certification mechanism for preceptorships and acknowledge the vital role that preceptors perform in the education and training of prospective nursing home administrator candidates for licensure,

Be it resolved that the Board of Governors of the American College of Nursing Home Administrators encourage those states currently without a certification mechanism for preceptors to develop and implement such a mechanism, which will enhance the competence of the certified preceptor.

In another matter, in January 1979, the Executive Vice President was authorized to have the College's attorney research the cases of two New York State administrators who were experiencing legal difficulties.

Professional Certification Program

The Professional Certification Program was initiated in 1978 with adoption of the following resolution:

Whereas voluntary certification of competence is a responsibility of all professions serving the health field, and

Whereas state licensure programs are designed to assure that minimal entry-level requirements are met by individuals in the professions, and

Whereas ACNHA Bylaws require the organization to "evaluate the standards of nursing home administration" and to "establish the standards of competence for nursing home administration," and

Whereas the Kellogg Project on "Practice, Certification and Education of the Long-Term Care Administrator" has developed valid and reliable mechanisms for the self-assessment of professional competence,

Now, therefore, be it resolved that certification of competence in long-term care administration, or knowledge and abilities, be included as criteria for advancing to Member and Fellow status within the College, and that the advancement program become known as the Professional Certification Program.

The College's Certification Program was designed to facilitate professional employment opportunities, state licensure reciprocity based upon national standards, and proficiency testing for advanced placement in nontraditional professional degree programs. The steps leading to certification include (1) competency assessment workshops, (2) approval of a Professional Development Plan, (3) completion of an application for certification documenting qualifications, (4) review followed by a decision of application by the Professional Certification Committee, (5) approval or denial (leading to repeat of step 3 or formal appeal), and (6) recertification (expected to be required at five-year intervals beginning in 1984).

Governor Carolyn Pavloff, reporting for the Examination, Licensing and Reciprocity Committee, discussed the importance of the Certification Program for boards of examiners as they moved toward certification and reciprocity. The committee also recommended that the criteria for membership in ACNHA should be at least the minimal requirements for licensing. It suggested that all Chapter Presidents be urged to invite members of the licensing boards to the Certification Workshop, with each Chapter asking its licensure board to make a presentation.

At the May meeting of the Executive Committee and Board of Governors, the importance of "marketing" the Certification Program was stressed.

Interorganizational Efforts

Yokie had an abstract entitled "A Comparison of Long-Term Care in Japan and the United States" accepted for presentation at the Eleventh International Congress of Gerontology in Japan in 1978. The Pennsylvania Chapter donated \$4,000 toward travel expenses for representation of the College at the Congress. President-Elect Nicholas Demisay attended and presented the paper as President Goldberg's representative.

In a survey conducted by the national staff of the College, the membership expressed interest in participating in the Joint Commission on Accreditation of Hospitals. The Board designated Nicholas Demisay as the

College's representative in this matter:

In 1978 College membership in the International Federation on Ageing was authorized. The following year membership in the National Commission for Health Certifying Agencies was continued, upon the recommendation of Governor Carolyn Pavloff. In January 1979, President Goldberg reported on his extensive involvement in planning the educational program for the College in connection with the Eastern American Health Facilities Convention in New York.

Organizational Business

A major accomplishment in 1978 was the research and design of an automated transcript service to better serve the membership.

A membership recruitment goal of 859 was set in 1978, and by the following January, 436 members were still needed to reach the goal. President Goldberg reported that he had been very much involved in efforts toward membership growth. A slide film presentation created for use in membership recruitment was shown in January.

A 1978 report of the Credentials Committee dealt with categories of membership, the need for requiring all applicants to be sponsored, and advancement. This report generated considerable discussion at College meetings.

A membership survey taken to evaluate the College's services revealed the strongest areas to be the *Journal*, the newsletter, the educational program, the Convocation, and the Symposia.

The Executive Committee was instructed to appoint a study committee to determine the feasibility of permanent convention sites, along with proposed sites.

A five-year extension to Albin Yokie's contract as Executive Vice President of ACNHA was approved.

In January 1979, an Honorary Fellowship was bestowed upon Barbara Lee, Program Director, W. K. Kellogg Foundation, for her significant contribution to long-term care administration.

Also in January, Treasurer Fennelly noted that the College was falling below its goal for income. President Goldberg expressed his concern about the lack of commitment on the part of Regional Governors and Chapter Officers. In May, Fennelly's review of the College's financial statements continued to reveal income difficulties.

In 1978, Patricia Rueckel, the Foundation's Director of Development, reported mailing 19,000 fund-raising appeals and receiving \$19,000 in return thus far. In May 1979, President Goldberg reported that during the annual meeting of the New York State Chapter he was presented with a check for \$5,000 as a gift to the ACNHA Foundation in honor of five past Presidents of the Chapter.

Also in May 1979, Executive Vice President Yokie reported a lack of funding for the education and research staff of the College because additional grant support had not been secured. It was pointed out that grant decisions were still pending, and it was hoped that funds would be forthcoming in the future.

THIRTEENTH ANNUAL CONVOCATION—May 13-19, 1979 Detroit Plaza Hotel, Detroit, Michigan

"Partners in Professionalism" was the theme of this Convocation, and "The Profession's Mission" was the subject of President Goldberg's speech. Sessions covered practically all aspects of long-term care, including "Leadership Skills," "Personnel and Community Relations," "Establishing Resident/Family Councils and Ombudsmen Programs," "Dealing with Family Guilt," "Quality Care Auditing," "Sensory Deprivation Among the Elderly," "Supervisory Training," "Patient Abuse," "Management of Supportive Services," "Pastoral Counseling," "The Decision to Computerize," "Inquiry Analysis: an Administrative Strategy for Improved Community Relations," and "The Black Elderly in Nursing Homes." There was even a Writer's Workshop for Professional Administrators.



RESUME OF MY PRESIDENCY
Stuart Goldberg

In April 1978, College membership reached 6,000 for the first time. Later in the year the Regional Governors' Briefing Series was introduced, as was the publication "Regionally Speaking." The Western Network for Education in Health Administration asked ACNHA to nominate a representative to sit on the Network Steering Committee, and the College joined the International Federation on Ageing. The workshop "Practice, Certification and Education in Long-Term Care Administration" became available for membership. The College offered input to Skilled Nursing Facilities/Intermediate Care Facilities Conditions of Participation, the Board of Governors adopted draft resolutions on certification and on AIT preceptor certification, and the College presented a paper at the Eleventh International Congress of Gerontology in Tokyo, Japan. In November, the U.S. Department of Health, Education, and Welfare awarded the College a \$65,000 contract from the Administration on Aging for "Nursing Homes and the Black Elderly: Utilization and Satisfaction."

In January 1979, the College sponsored an invitational conference in Washington, D.C., to report on the completion of the three-and-one-half-year Kellogg Foundation project. The College also appointed a representative to the Professional and Technical Advisory Committee of the Joint Commission for Accreditation of Hospitals. In May, the North Dakota and Oklahoma Chapters of ACNHA were established.

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Region VII	M. Robert Dreyer
Region VIII	Ernst F. Lehninger
Region IX	Robert V. Siebel
Region X	Douglas F. Lindsey
Region XI	Marilee E. Swarhout
Region XII	Aldor J. O. LeBlanc

EXECUTIVE VICE PRESIDENT

J. Albin Yokie

A Year of Tremendous Progress

Fiscal year 1979-80 was a time of tremendous growth for the College, inspired by the Presidency of Nicholas Demisay. President Demisay's activities during the first months of his administration indicated his determination to improve communication in the College, to increase the visibility of the College, and to achieve a steadily growing membership—all the while maintaining and enhancing professionalism within the College.

Educational Activities

In January 1980, the College adopted Governor Carolyn Pavloff's motion that the College be involved in appropriate inservice education programs whether they be for the administrator or for other employees of a facility. The Board approved cooperating in an effort to develop a model for training administrators to utilize effectively the services of geriatric nurse practitioners. The Board also went on record supporting the use of these practitioners in long-term care facilities. The Education and Research Committee recommended that Panel Publishers of New York City and the College cooperatively prepare and publish a "Desk Reference Manual on Nursing Home Administration." This recommendation was adopted.

Lloyd Kepferle, General Director of the Mountain States Health Corporation of Boise, Idaho, spoke to the Governors in January about a project funded by the W. K. Kellogg Foundation and his corporation. They had developed a training program to improve the quality of care in skilled nursing facilities in the rural mountain west. This program included a 20-minute film. The Governors reviewed the report and expressed their support of this type of training, feeling it would be a help to administrators in rural areas.

Policy Issues

In January 1980, at a meeting of the Executive Committee and the Board of Governors, President Demisay reported that one of his goals was to develop positions on issues in long-term care. To implement this goal, he appointed Dennis Sullivan to head the Ad Hoc Committee on National Health Insurance and Phillip McConnell as Chairperson of the Ad Hoc Committee on the Survey Process. Each committee was to develop a paper for the plenary sessions at the Seattle Convocation.

During this year President Demisay represented the College in South Carolina, where legislation was being considered to move jurisdiction of

the nursing home licensure board to the Department of Health. The College recommended that the licensure board be maintained as a separate agency.

The Board of Governors adopted a resolution of the Education and Research Committee that "the ACNHA supports the implementation of a 'minimum data set for long-term care' only if such a system can clearly benefit quality patient/resident care. . . . serve state/federal information reporting requirements, and eliminate needless duplication of reporting systems in long-term care."

Professional Certification Program

The formal name of the certification program was changed to Professional Certification Program. It would now be organized under the Professional Certification Committee, which would comprise six members who would serve three-year terms. A minimum of three Fellows would be on the committee; two years after the program was initiated, these Fellows would have to be certified in order to serve on the committee. This would be a standing committee of ACNHA.

The Program was to be voluntary at both the Member and Fellow levels. Current Members and Fellows were to be identified as "eligible for certification" and allowed immediately to complete the professional certification assessment workshops and related requirements without additional documentation. They would be informed of their status in writing by the ACNHA President.

Certified nursing home administrators, whether ACNHA members or nonmembers, would be required to accumulate 72 points, have two years' experience, and successfully complete the competency assessment workshops and related requirements.

The College leadership was directed to establish appropriate liaison between the Professional Certification Program and the Joint Commission on Accreditation of Hospitals, the state licensure boards, and the several existing trade associations.

Interorganizational Efforts

President Demisay represented the College at the American Association of Homes for the Aging convention in Minneapolis, Minnesota, and at the American Health Care Association convention in Hawaii, where he hosted a breakfast for College members. He was actively involved as a member of the Professional and Technical Advisory Committee of the Joint Commission on Accreditation of Hospitals and served as chairperson in 1980. He reported to the Governors in 1979 that the U.S. government was recognizing "deemed status" for hospitals having a long-term care section or a nursing home as an affiliate.

Executive Vice President Yokie was invited to serve on an advisory committee for the self-assessment program of the American College of Hospital Administrators. He and Robert Burmeister explored possible affiliation with the Association of Mental Health Administrators.

Yokie met in Florida with the President and other representatives of the National Boards of Examiners (NAB) to discuss the possibility of the College cooperating with the NAB to provide a clearing house for continuing education. The College suggested the setting up of a meeting with the Professional Examination Service (PES) to discuss possible affiliation of the two examining bodies. A meeting in late January pursued this further.

Governor Robert Siebel spoke at the Kellogg Consortium meeting on the criteria for continuing education for nursing home administrators. This important meeting involved universities and licensure boards in Kansas, Missouri, Iowa, and Nebraska.

Organizational Business

Treasurer Andrew Fennelly and Werner Goldschmidt, Director of Finance/Administrative Services, reported in January that total expenditures were under budget. Fennelly urged the Governors to consider how to improve collection of accounts receivable from the Chapters and Regions.

In April Fennelly reported that expenses and income were both under budget, and that Chapters and Regions were current. The capital budget was increased to permit the National Office to improve its office equipment. Annual dues for calendar years 1981, 1982, and 1983 were projected.

Governor Clara Brown, reporting for the Ethics and Standards Committee, expressed the committee's consensus that the Chapters should become more involved in College ethics and that more guidelines should be given to Chapter and Regional committees. Recommendations to achieve this were being submitted to the Bylaws Committee.

Repeated efforts to fund a pension plan for the National Office staff were unsuccessful. The Treasurer was instructed to program a less costly plan and submit a report to the Governors.

Several recommendations concerning membership categories were approved. The membership classification of "Nominee," used to designate entry-level status, was eliminated, and entry-level members were to be identified as "Members" in the future. Levels of membership thereby became Member, Certified Member, Fellow, and Certified Fellow. Entry-level Members would not be required to advance. Members were to have all rights and privileges, including voting, except they would not be eligible to hold national office.

Recommendations concerning the Credentials Committee were also approved. The Fellows serving on the Certification Committee would also serve as the Credentials Committee to review applications.

In January it was reported that the Arizona, Rocky Mountain, Arkansas, Pennsylvania, and Virginia Chapters had started newsletters. The establishment of Hawaii and Montana Chapters was authorized. In April Treasurer Fennelly and W Phillip McConnell reported on their trip to Mexico to study the feasibility of developing Region XIII there. Their preliminary findings were that this was not yet feasible.

Also in April, Ernst Lehninger reported that the Membership Committee had been very active. Its membership recruitment goal for the year was 1,000, and 1,100 new applications had been received. He also reported that the College now had 45 Chapters and a total membership of 6,750. Governor Aldor J. O. LeBlanc expressed his concern about the lack of membership growth in Canada. He suggested that a plan should be developed, starting with the Ontario and Quebec provinces, to make the College a viable association in Canada.

FOURTEENTH ANNUAL CONVOCATION—April 20-24, 1980 Olympic Hotel, Seattle, Washington

Seattle was the scene of the 1980 Annual Convocation. Its theme was "Preview of Professional Progress," highlighting the College's continuing resolve to encourage high standards, self-improvement, research, and education.

The Convocation discussed these topics: "Patient Care Planning, Chart Audit and Review," "Planning and Organizing for Budgeting," "Understanding the Social Security Act, Title 18 (Medicare) and Title 19 (Medicaid) Regulations," "Conflict Management," "How to Deal with Medicare and Medicaid," "Integrating Mechanism for Assuring Quality: Patient Review, Evaluation and Reimbursement," "Budgeting and Evaluation Techniques," "Leadership Styles," "Managing Physicians and Nursing Services," "Cost Control," "Ethics in Long-Term Care Administration," "Overview of Long-Term Care Reimbursement Policy," and "Team Building."



RESUME OF MY PRESIDENCY

Nicholas D. Demisay

The objectives that I had established at the beginning of my term of office were (a) to improve communications, (b) to increase ACNHA visibility, (c) to increase membership, and (d) to contribute to the professional growth of the College and the nursing home administrator.

I emphasized that the Regional Governors should be made more responsible for written and verbal communications in their Regions and more accountable to the President. At Board meetings, the Governors should receive instructions rather than suggestions about what was expected of them. Further, at each Board meeting Governors should be asked what they had accomplished in reaching the objective of better communication. As a result, Chapter relations with Regional Governors improved noticeably and the Regional Governors participated more in Regional activities.

I improved communication with the ACNHA staff by making quarterly visits to the Washington office and participating in general staff meetings. This had never been done before. Staff responded very positively to the interest shown in their duties and performance.

To enhance ACNHA visibility, I attended Regional and Chapter meetings and was guest speaker at gatherings such as luncheons and convocations. I also presented a number of free seminars on consumer participation to those Chapters experiencing difficulties in funding College seminars. The funds generated from the "free seminars" provided a small "stake" for the Chapters to get started in their local endeavors.

As President, I submitted a number of articles that were printed in the College newsletter, in the *Journal* and in other professional publications in an attempt to put the College opinions and views in the public eye. In addition, I encouraged written articles from Regional Governors to set the example for members.

One further activity in this area was the appointment of two committees to discuss and debate at Convocations current issues of concern to long-term care administrators. The committees studied national health insurance and the survey process. The debates that took place were highly professional and enthusiastically received by the membership.

The item most important in increasing ACNHA visibility was, of

course, the Professional Certification Program, which had been started prior to my term of office. A great deal of emphasis was placed on the need for certification and the necessary Bylaws and constitutional changes to implement the program. Through the efforts of the Regional Governors and staff, the many years of effort and planning culminated successfully.

In the area of membership growth, the significant changes that were accomplished were eliminating the classification of "Nominee" and allowing all new entrants into the College to vote. Though there was no apparent increase in membership as a result of these changes during my term of office, membership is expected to increase significantly in the future.

Finally, programs such as those on certification, membership classification, and increased visibility of the College are all indications of the membership's and the College's professional growth. I believe that what was accomplished by the membership and the elected officers during my term of office will one day be viewed as a turning point in the College's professional development. It was, on the whole, a very rewarding year.

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Long-Term Care Administration

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Issues of
Minorities in
Long-Term Care



In This Issue:

Nursing Home Care and the
Minority Elderly

An Administrator's Viewpoint of
Long-Term Care for the
Minority Elderly

Health Care for Racial and Ethnic
Minorities and Handicapped
Persons

1980-81

EXECUTIVE COMMITTEE

President	Dell Hagan
President-Elect	Andrew L. Fennelly
Secretary	Robert Schlicht
Treasurer	Carolyn Pavloff
Governors-at-Large	W. Phillip McConnell Kenneth J. Weber
Immediate Past President	Nicholas D. Demisay

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Region IX	John B. Smith
Region X	Douglas F. Lindsey
Region XI	Harvey Young
Region XII	Aldor J. O. LeBlanc

EXECUTIVE VICE PRESIDENT

J. Albin Yokie

Preparations for the White House Conference

President Dell Hagan scheduled a meeting of the Executive Committee and the Board of Governors on April 24 in Seattle, Washington. She stated that in the coming year she would try to build on the foundation set by Immediate Past President Nicholas Demisay and was especially concerned with development of membership growth and interest. She encouraged the Governors to hold Regional meetings and stressed the importance of working closely with Chapter Presidents. She also stressed the necessity of getting reports in to the National Office on time. She observed that one of the most promising features of the Convocation of 1980 was that all of the College's "sister" organizations (the American Association of Homes for the Aging, the American Health Care Association, and the National Council of Health Centers) were represented for the first time, and that they expressed a desire to cooperate with the College on common concerns.

Grants and Research

Executive Vice President Yokie met with the National Institute of Mental Health, Community Mental Health Advisory Committee to discuss the new research grant awarded to the Foundation of the College. The purpose of this grant was to develop a model training program for Community Mental Health Center staff and nursing home staff.

Educational Activities

Robert Brienholdt presented his "Compare" Program to the Board of Governors. The program consists of statistical analyses for administrators to use in comparing their operations with others on a monthly basis.

Dennis Sullivan, Chairperson of the Education and Research Committee, reported that an agreement had been signed with the University of Florida, Department of Gerontological Studies to present the educational program of the Annual Convocation.

Policy Issues

Upon the Executive Committee's recommendation, the Board of Governors approved the following Survey Process Resolution:

Whereas the ACNHA membership attending the 1980 Annual Convocation has duly considered and discussed the report of the Ad Hoc Committee on Survey Process, and

Whereas the Ad Hoc Committee Report concluded that (1) the existing duplication within the typical state survey process is uneconomical and may be detrimental to quality patient care; (2) considerable amounts of time that could be directed toward resident care are wasted in completing and submitting quarterly staffing reports even in facilities with staffing histories that exceed state/federal minimum requirements; (3) requirements for nursing home surveyors vary considerably between the states and oftentimes are ignored completely so that surveyors are not qualified to fulfill their responsibilities; and (4) licensed administrators, by regulatory fiat are, oftentimes, unjustly held liable for the negligent acts of other licensed health professionals (i.e., physicians, nurses and therapists) even though these other professionals are not under the direct control of the administrator;

Now, therefore, be it resolved that ACNHA supports the establishment of a single state agency which will be responsible for the quality assurance surveys under all federal/state programs and for facility reimbursement of reasonable costs in relation to the care provided; and

Be it also resolved that ACNHA supports the elimination of required quarterly staffing reports whenever a nursing care facility has a demonstrated history of exceeding federal/state minimum staffing requirements; and

Be it further resolved that federally mandated standards be established for all state surveyors, including minimum requirements for education and experience related to long-term care, and a requirement that all survey teams henceforth include at least one licensed long-term care administrator with a minimum of three years of administrative experience; and, finally,

Be it resolved that no state regulations may absolve licensed long-term care professionals—including physicians, nurses and therapists—of responsibility for their own acts by holding licensed nursing home administrators to be responsible for said acts

The College also reaffirmed its prior position that it would not formally endorse any political candidate.

At the January 9, 1981, Board of Governors meeting in Bethesda, Maryland, President Dell Hagan urged the Governors to support the Council of Nursing Home Nurses in its efforts to improve the quality of long-term care. The Board passed a resolution encouraging the Council's efforts and stating that the College was available to provide assistance.

Interorganizational Efforts

President Hagan represented the College by attending and participating in the following meetings:

- American Nurses' Association annual meeting, Houston, Texas
- "Black Administrator in Long-Term Care" seminar, North Texas State University

- Hillhaven Foundation Conference, Washington, D.C.
- Meeting with the President and President-Elect of the American Association of Homes for the Aging, the American Health Care Association, and the National Council of Health Care Centers, Washington, D.C.
- American Health Care Association annual meeting, Atlanta, Georgia
- National Interfaith Coalition on Aging mini-conference, national meeting, and Wisconsin state meeting
- American Association of Homes for the Aging annual meeting, Boston, Massachusetts
- National Volunteer Organization for Independent Living for the Aged mini-conference, Washington, D.C.

President Hagan made an appeal to the Board of Governors for more study of and involvement in the spiritual role of the aged.

Yokie met with the Executive Officers of the American Association of Homes for the Aging (AAHA), American Health Care Association (AHCA), and the National Council of Health Care Centers (NCHCC) to discuss common interests, goals, and problems. He described the sessions as encouraging.

The Board of Governors reviewed the White House Conference on Aging Community Forums Handbook, which presented detailed information on what the Conference would cover and was a guide for groups organizing community forums. In preparation for participation in the White House Conference on Aging, the Presidents and Presidents-Elect of ACNHA, AAHA, AHCA, and NCHCC met in October and decided to hold a mini-conference on long-term care.

Finally, the Board of Governors approved that the College have a representative on the Advisory Committee of the Department of Continuing Education for the Academy for Gerontological Education and Development.

Organizational Business

During this year President Hagan attended the installation of Officers at the newly created New Mexico and Hawaii Chapters. A Nevada Chapter was also established. The Membership Committee recommended exploring the possibility of establishing a West Virginia Chapter, and a budget allowance of \$3,000 was approved to develop three Canadian Chapters.

The Membership Committee recommended that the number of members be increased by 1,400. In order to reach that goal, each Region and Chapter was asked to write a membership recruitment and retention plan suitable for its area. The ACNHA staff was requested to write a Membership Development Guidebook on the "how to's" of organizing committees, recruiting, obtaining prospect lists, student projects, etc. National membership promotions were to be conducted in October, January, and March. Two new brochures based on the theme of "Join the Professionals—Join ACNHA" were recommended.

Membership Committee Chairperson Ernst Lehninger reported that five new Chapter newsletters had been initiated. The committee's revised criteria for Chapter-of-the-Year Award were referred back for further study. Finally, the Membership Committee recommended that it be enlarged by no more than three additional persons.

The Canadian Ad Hoc Committee discussed plans for developing membership in Canada.

The revised budget for the year ending April 1, 1981, was adopted in September. Approval was granted for increases in the dues for nonactive members effective January 1, 1981, as follows: \$85 for Regular Associates, \$60 for Full-Time Faculty Members, \$25 for Students, and \$50 for Inactive Members. A membership dues installment payment program, limited to three payments, was authorized. Also adopted was a proposal from Equitable Trust Company to provide the College with a "lock box" service for processing dues.

The 1981-82 budget, presented in January 1981, showed an overall inflationary increase of 10 percent and a 25 percent increase for travel. The budget also was based on a 14 percent dues increase. The Board of Governors approved the proposed budget, with some Governors objecting or abstaining from voting.

The Insurance Advisory Committee was instructed to develop a pension plan proposal that would involve no financial obligation by the College initially. It was stated that the proposal should be developed with the idea that the College might eventually contribute to the plan when it was financially in a position to do so.

In 1980 the Professional Certification Committee held its first meeting. Later in the year the Board of Governors unanimously ratified the addition of three members to the committee. The following January it was reported that approximately 460 administrators had participated in the Certification Workshops since the 1980 Convocation in Seattle. Certified Fellows were to be recognized at the 1981 Convocation.

In other internal matters—

- A search for a Director of Member Services was initiated.
- The Board of Governors instructed Yokie to explore the feasibility of having exhibits at the Philadelphia Symposium in the fall.
- Approximately \$600 was collected to establish the Lynn Norris Scholarship Fund.
- Los Angeles was approved as the site of the 1984 Convocation.
- President Hagan spoke at the Region IV meeting in Atlanta, Georgia, and at the Region VI meeting in Wichita, Kansas.
- Yokie informed the Governors that each one of them was required to fully disclose any business or professional circumstances that could form a basis for an appearance of conflict of interest with his or her position on the Board, or a consanguine relationship to another member of the Board.

FIFTEENTH ANNUAL CONVOCATION—May 3-6, 1981
Omni Hotel, Miami, Florida

At the Executive Committee meeting on May 1, Executive Vice President Yokie announced that the Board of the W.K. Kellogg Foundation had recently approved a three-year grant for the Foundation of ACNHA to work with the American Nurses' Association in developing a certification program for nursing administrators.

At the Board of Governors meeting, Model Chapter Bylaws presented by the Bylaws Committee were considered. They were approved with some changes. The Membership Committee and Awards and Community Relations Committee recommended a resolution establishing the Chapter Membership Award. This resolution was approved, with the amendment that the Chapter-of-the-Year Award be retained as well. Recommendations for improving communications between the Chapters, Regions, and National Office were presented, and it was decided that they should be addressed at the annual Chapter/Regional Officers Training Sessions. The Board of Governors unanimously approved that the indemnification liability insurance for Officers and Board members on College business be increased to \$1,000,000.



RESUME OF MY PRESIDENCY
Dell Hagan

The year 1980 started on a very positive note, with the Presidents of the three trade associations, all Fellows of the College, speaking at the Annual Convocation in Seattle. Continued close liaison with these associations was considered essential and has been maintained.

Representation at the White House Conference on Aging (WHCOA) was a priority item for the ACNHA. The President, President-Elect, Executive Vice President, and other College and staff members had been well represented in numerous mini-conferences across the country. The President and President-Elect were appointed to the Technical Advisory Committee of the WHCOA.

I considered it essential that we take steps to initiate programs for spiritual guidance of the aged. I testified at the mini-conference for the National Interfaith Coalition on Aging, and was invited to attend the inauguration services for the Executive Director of the National Center on Ministry with the Aging in Indianapolis, Indiana. Dr. Donald F. Clinigan has expressed a desire to work with ACNHA in developing a seminar of spiritual guidance and has been in touch with Robert Burmeister. We hope these efforts will begin to bear fruit.

Being an R.N., I felt compelled to establish a closer liaison with the American Nurses' Association. I attended the first annual meeting of the newly formed Council of Nursing Home Nurses in June 1980. At my recommendation, the Board of Governors passed a resolution to give all assistance possible to the Council in its efforts to assure quality care for patients in long-term care.

I represented ACNHA at the annual convention of the American Nurses' Association and presented a paper at a two-day conference in the Bahamas sponsored by Ross Laboratories for the National Foundation for Long-Term Health Care. The 17 papers, which related to nurse recruitment and retention in long-term care, are available through the National Foundation for Long-Term Care.

The almost impossible dream of fully implementing the Certification Program was realized. The outstanding committee that has worked on this program certified the first administrators by Convocation time in Miami.

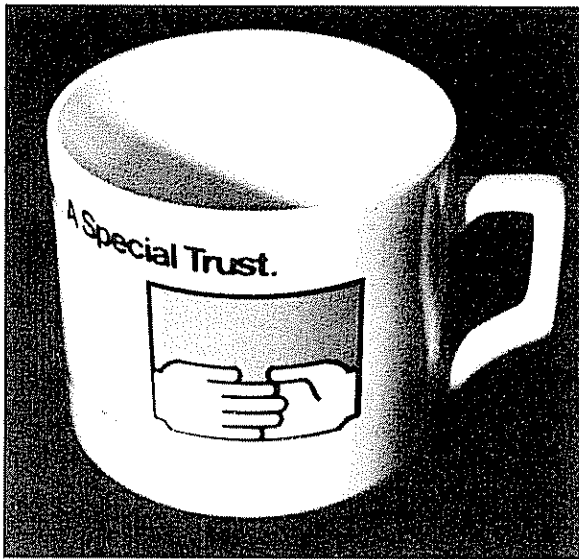
As always, increased membership was a goal, along with the formation of new Chapters. The Hawaii, New Mexico, and Nevada Chapters were chartered in 1980, and I was privileged to install the Officers in Hawaii

I have spoken at many Chapter and Regional meetings. I have also represented the College at annual meetings of the American Association of Homes for the Aging, the American Dietetic Association, the American Health Care Association, and the American Nurses' Association, and have been on several panel discussions

It has been a most rewarding year, and I have appreciated the opportunity to work in this way to advance the cause of quality care for our elderly and infirm.



Annual Convocations have been a highlight of ACNHA activity throughout the history of the College. Pictured above at the days at 1976 Convocation in Atlanta are members of the 1976-77 Board of Governors, from left to right: Gordon A. MacKenzie, Barry Mills, Edward Brody, Carolyn Pavloff, William A. Herdeman, James D. Bowden, Charles Yeilding, Marvin Dessner, E.B. Baker, Hoyt Crider (at podium), Stuart Goldberg, Nicholas D. Demisay, Benjamin Lane, Marian Post, Andrew L. Fennelly, W. Phillip McConnell, Robert C. Smith, and Howard J. Beim.



Long-Term Care Administration—A Special Trust. The theme of the 1978 Convocation, depicted on the mug above, is also symbolic of the way the College views the role of the administrator.



ACNHA's understanding of its advocacy role has led College officials into the legislative arena on numerous occasions. Shown above (from left to right) J Albin Yokie, Dick Ney, and Edward Brody confer with Rep Barber B Conable (R, NY). Following this meeting, which occurred during Brody's Presidential term, Brody testified on behalf of ACNHA before the House Ways and Means Committee; the subject of the testimony was changes needed in Medicare laws to benefit patients in nursing homes.



"I Care For People" Promotional Packet Sent To All Members

Your mail will soon contain a special gift—and while professional package which the Foundation of ACNHA is sending out to all members. While not it — it represents an opportunity to make a vital impact on certification for everyone who cares about both the future of long-term care and the quality of life of those who depend upon it.

The "I Care For People" promotion makes it possible to either give a direct, tax-deductible donation to the Foundation, or make a pledge. And although the Foundation has developed a sizeable reputation among government and private grant-awarding agencies, fully 85 percent of the Foundation's contributions come from individual donors — most notably the membership of the College.

Remember, though, that nonmembers also contribute. The promotional package contains a small "I Care For People" letter that would make an excellent framed poster for your lobby area. Most corporate donations come from members of professional nursing home organizations, and long-term care in patients themselves, and you might want to place this item where it will be seen and read.

With the nursing home population expected to double by the end of the century, a scant 43 years hence, the need for professional and motivated corps of administrators will be even more critical than today.

Remember that when you "I Care For People" package arrives, the Foundation — and your residents of today and tomorrow — are counting on you.

First Year Of Certification Reveals A Bright Future

The Professional Certification Program, launched only a year ago, is now widely established — a significant step in the career path of forward-looking administrators.

Yet the College members have already been certified and many more will have their credentials received when the Professional Certification Committee meets at the 1981 Symposium in Philadelphia.

Those that become certified will join those that have already achieved that status in a program that has registered some exciting successes during its first year. Important reasons have already been established with

both the Association of University Programs in Health Administration (AUPIHA) and the National Association of Boards of Examiners for Nursing Home Administrators (NABE).

An important outgrowth of the relationship with AUPIHA — which is cooperating with the College in presenting the 1981 Symposium — could be enhanced university recognition of professional certification credentials for the granting of significant academic credits. And in cooperation with NABE, the College is working towards achieving state licensure reciprocity for nursing home administrators who have gained professional certification.

More than a thousand professionals attended one or both of the certification workshops which were offered this year in almost 40 sessions around the country.

Several thousand copies of the *Guidelines for Administrators Seeking Certification* were also distributed by the College in response to a growing national interest in the program.

During the 1981-82 project year, a minimum of 30 workshops will be held, offering at least 900 new participants an opportunity to further — or complete — the certification process.

Selected ACNHA members will also be asked to contribute items for possible use on the examination administered at the Competency Self-Assessment Workshop.

In order to make sure that certification continues to be relevant to the needs and interests of the profession and employer groups, and is working in the best public interest, the Professional Certification Committee will also undertake a thorough review of the requirements for certification. Results will be integrated into the program.

A Thanksgiving Luau

If you think a gently swaying palm tree goes better with turkey than a blustery chill wind, we have really got a deal for you. The ACNHA Hawaii (Aloha) Chapter, in cooperation with Regions X and XI, is going to offer a continuing education seminar on "Financial Management and Personnel Motivation" Nov. 23-24 at the Hawaiian Regent Hotel. The seminar will be led by Dr. Thomas Janke.

Chapter President Ken Halpienny is inviting all College members to consider this different and special kind of Thanksgiving holiday. For additional details contact Ms. Kaye White at the National Office.

Education Committee Targets Five-Year Plan

Meeting in Washington on July 10, the ACNHA Education and Research Committee devoted special concentration to the development of a five-year plan for the College's educational program — one of its major challenges for this year. Other key goals include the selection of themes for both the 1982 Convocation and Symposium.

Committee Chairman Frank Miczo, FACNHA (Wisconsin), described the year's first meeting as one focused primarily on planning, and invited all College members to provide suggestions and comments about the committee's charges, as well as the College's educational program. The committee will meet again Sept. 9 in Philadelphia during the Symposium.

Other committee members for 1981-82 include Robert C. Adams, FACNHA (Tennessee), William G. Houdemen, FACNHA (Alabama), Kenneth B. Blair, FACNHA (Pennsylvania), Larry J. Shalky, FACNHA (New York) and Frank H. Kellogg, FACNHA (Missouri).

The committee also approved several new proposed seminar topics for pilot testing in cooperation with ACNHA chapters. These included:

- Interdisciplinary Plan of Care for Long-Term Care Residents
- Reimbursement: Has the State Short-changed You or Have You Done Yourself In?
- The Nursing Home Environment: New Directions for the 1980s and 1990s
- Total for Executive Management: A Long-Term Care Standards Review (in cooperation with the Joint Commission for Accreditation of Hospitals)

For information about chapter sponsorship of any of these seminars, contact Kaye White at the National Office.

PART III

Remembrances



RECOLLECTIONS OF THOMAS J. BERGEN **Acting Executive Director, 1967-1968**

Editor's Note: Thomas J. Bergen, an attorney in the city of Milwaukee and former professor of law at Marquette University, had been active in the nursing home field as an owner and administrator since the mid-50's. In 1959, he established the first permanent office of the Wisconsin Association of Nursing Homes in Milwaukee and was elected its first Executive Director. He was also editor of *The Silver Threads*, the first nursing home journal having a national readership. Later, I prevailed upon Tom Bergen to become a member of the American College of Nursing Home Administrators and, I am happy to say, he joined, being awarded the rank of Fellow. He has distinguished himself in service to the College ever since. Following are his recollections of his time of greatest service, as Executive Director of the College during a most difficult period.

My earliest recollections of the College are when the struggling young organization was having difficulties verifying its incorporation and securing tax-exempt status. I was invited to become its legal counsel, and did so on May 17, 1961. Attending the meetings of the Executive Committee and the Board of Governors, I was gradually drawn into further involvement in the administration of the College. This eventually led to my being asked to take over as its Interim Executive Director upon the resignation of Rosemary Capusan.

Incoming President Barlow asked me to assume the position of Executive Secretary. By vote, I was then requested to take over the operation of the National Office and, in fact, become an Acting Executive Director. If the College was to survive, I realized, I had no choice but to accept and help. I realized at the same time that this would cost greatly in money and time.

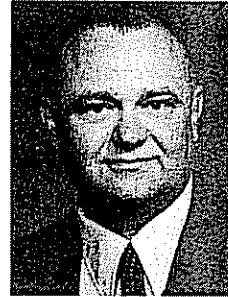
It took three trips to the National Office in Chicago to bring all the records and some of the equipment to my Milwaukee office. I intended to use, and did use, much of my own office and printing equipment. The Chicago office and Chicago bank accounts were closed. Treasurer Edward O'Keefe was gracious enough to come to my office and explain the College's procedural methods to the staff. My administrative secre-

tary, Beverly J. Clark, along with her sister and mother, worked literally day and night to restore order. It took two months of determined effort to set up and confirm membership, answer communications, straighten out financial records, and achieve a smooth operation.

The membership was approximately 700 when I took over, and it increased in about 10 months to more than 1,400. During this period, a monthly pictorial newsletter was developed. Also, lines of communication with the American Nursing Home Association, the American Association of Homes for the Aging, and various federal and state agencies were established. Strict adherence to the budget produced an end to deficit operations.

During the summer months, with the approach of the 1968 Convocation scheduled for Atlanta on September 15 and 16, it became apparent that the National Office of the College would be moved to the Washington, D.C., area. With the election of Frank Zelenka as Executive Director, it was.

I did not regret relinquishing the administrative reins. I had found it very rewarding to enjoy the challenge of administering the National Office for almost a year, contribute to the College's financial stability and, above all, help implement an educational program that would eventually produce true professionalism.



RECOLLECTIONS OF DR. EUGENE E. TILLOCK
Associate Director, 1969
Acting Executive Director, 1970

With the move of the College headquarters to Silver Spring, Maryland, and the appointment of Frank G. Zelenka as Executive Director in 1968, a new base for organizational stability and growth was established.

Sister Ambrosette worked tirelessly during her administration to develop and strengthen ties to government and the established and significant organizations in the field of aging and health. She was the professional conscience of the membership, seeking to channel factional or sectional geographic priorities into constructive channels to serve the ultimate professional leadership role of the College on a national basis.

Those early years were anything but dull. Conflicts arose between limited individual self-interests and the commitment to serve higher College goals unselfishly and professionally. The members from that period who are still active in College affairs have grown substantially in upholding the ethics and precepts of this very special profession.

After I became Treasurer in September 1968, my first duties included the financial orientation of the new Executive Director and establishment of an updated membership record and fiscal control system to meet the rapidly expanding membership. The previous annual budget approximating \$30,000 to serve more than 1,000 members was inadequate. Both increased income and broadened membership services were immediate priorities.

The membership admission and advancement applications, coupled with a heavy volume of correspondence and telephone inquiries, very quickly outpaced the capacity of the Executive Director, the Office Manager, and the limited secretarial staff. Board screening committees were asked to streamline their procedures so that over the next year delays were substantially reduced and the backlog of correspondence became manageable.

The crucial stimulus to membership in the College and the reason for delineating the singular leadership role of the College arose with the passage of the 1967 amendments to the Social Security Act (Public Law 90-248) on January 2, 1968, requiring that nursing home administrators

be licensed. The deadline for this licensing was July 1, 1970. The Professional Examination Service (PES) sought cooperation and assistance of the College, the American Nursing Home Association (American Health Care Association), and the American Association of Homes for the Aging to support efforts to develop an examination with subject matter and question contributions from the field.

At the first meeting of the new Board of Governors of the College in Silver Spring on October 4 and 5, 1968, action was taken to support the Advisory Committee to the PES in its development of a licensure examination. College members were sought to prepare examination items. It was the consensus that every effort should be made to increase the effectiveness of the work of the PES.

Shortly after development of the PES examination, the National Association of Boards of Examiners for Nursing Home Administrators, Inc., developed the NAB Examination for Nursing Home Administrators. Both examinations are now used by licensure boards, and both employ multiple-choice objective questions.

At the same meeting, guidelines and operational criteria for State Chapters were adopted. All actions and programs of State Chapters were to facilitate provision of a broader service to the profession of nursing home administration.

It was expected that most nursing home administrators who would ultimately serve on state licensure boards would come from the leadership of State Chapters. Key progress in development of state standards and improved professional performance by state boards has, indeed, been gained through College affiliates. It was extremely regrettable, therefore, that the state boards were subsequently mandated not to have a membership consisting solely or primarily of nursing home administrators.

As 1969 approached, the membership of the College had exceeded 2,000. The College was beginning to exercise a leadership in long-term care and the concerns of the nursing home administrator, focusing on more effective facility management for improved patient care and quality of living. Basic to the philosophy of the College member was that professional growth should effect maximal improvements in the care and well-being of all nursing home patients. Early discussions about the role of the College sought to distinguish the purpose and motivations that shape the nursing home administrator into a distinctive health care professional. Ethical concepts of practice being subscribed to by the membership substantially differentiated the professional from the skilled craftsman and the occupational specialist.

Sister Ambrosette served as a member of the National Advisory Committee on Nursing Home Administration and was keenly aware of the national educational needs and trends in nursing home administration. In early 1969 she initiated the process leading to the College's first government contract by starting negotiations with the Health Services and Mental Health Administration of the United States Public Health Service (PHS) of the Department of Health, Education, and Welfare. With the

approval of the Board of Governors at the April meeting, she appointed an Ad Hoc Committee consisting of Lawrence Kluger (Chairperson), Frank Zelenka, and myself to work with Benjamin Latt in finalizing the terms of the contract. This was done, and the basis for the program of the College was completed in the 10 areas that follow:

1. Providing leadership to develop mechanisms for bringing together representatives of various groups (concerned with long-term care facility administration) in states, on an areawide basis, and across state lines, to develop educational programs in long-term care facility administration;

2. Working within the higher educational system (at national and state levels), and with national professional societies, for the development of clear educational goals and the establishment of evaluation processes by academicians and professional practitioners;

3. Working with governmental and voluntary organizations to develop mechanisms for establishing high standards for licensed nursing home administrators, and the degree of standardization compatible with fostering reciprocal arrangements among the several states, i.e., organization of state licensing boards;

4. Developing guidelines for use by state licensing boards in establishing programs of on-the-job training for nursing home administrators-in-training where called for by state licensing laws;

5. Stimulating the educational and professional interests concerned with the activation of the emerging training programs to tie their efforts to the developing patterns of higher education in health care administration;

6. Initiating dialogue with the major professional societies concerned with health care to facilitate an understanding of the role of the nursing home administrator in his on-the-job relationships with health professionals;

7. Assisting the Education Committee of the College and its regional representatives in developing training seminars (under College auspices) which would effectively contribute to the administrator's attainment of professional performance of duties in his daily work;

8. Providing leadership to the College members as they seek to carry out the stated objectives of the College to raise the educational requirements for advancement in that organization. (This was necessary to maintain the high requirements of ACNHA standards for membership as compared with minimum licensure standards);

9. Beginning to explore with universities and other appropriate institutions organized investigation into the systems and methods of administration of the delivery of long-term health care inside and outside institutional settings;

10. Initiating activity to develop resource personnel to teach in the area of long-term care facility administration.

By the summer of 1969, I assumed responsibilities as the first Associate Director of the College. I concurrently served as project director of the PHS contract.

Upon completion of the contract, the Board of Governors acted to follow the precedent of the educational initiatives that had been started, so that they would become an ongoing operational responsibility of the College.

During my service as Associate Director, with functional responsibilities as Education Director, I traveled extensively throughout the nation to new Chapter foundings, to state nursing home association meetings, to consultations with licensure board members, and to universities seeking to participate in developing licensure training programs. Everywhere there was great enthusiasm for the new spirit of personal and professional development being stimulated through the auspices of the College.

In common efforts, Sister Ambrosette, Frank Zelenka, and individual Governors on the Board took steps to facilitate cooperative relationships with the executives and leadership of the American Association of Homes for the Aging and the American Nursing Home Association. Early potential organizational conflicts were largely resolved through clarification of the distinctive concern of the College for administrators and their professional development.

Staff members who made particularly distinctive contributions during this time were Rita Federman, Office Manager, and Kaye White, who has continued to serve the College capably to the present.

With the membership and budget tripling in a short period of time, Richard Snow assumed the duties of Treasurer and initiated further fiscal refinements governing budgeting, Board member expense reimbursement, and Chapter/College fiscal relationships.

The services of the College to the membership were broadened. Liaison staff and elected leadership became available to each State Chapter, regular newsletter communication to individual members began, and the pace of professional intervention by the College accelerated. The Educational Foundation was formed, a journal created, and further exploration of grant support for College activities initiated.

The College moved aggressively at the right time with the proper imaginative efforts in shaping the Foundation for its educational role. It caught the national imagination of nursing home administrators, who were remarkably responsive to educational initiatives that were to bring them through licensure to a lifetime commitment to professional growth.

As this golden period of progress under Sister Ambrosette's guidance was drawing to a close, Frank Zelenka submitted his resignation and was subsequently appointed Executive Director of the Washington, D.C., office of the American Association of Homes for the Aging. In his final appearance at a Convocation banquet, I cited his outstanding dedication to the advancement of nursing home administration during his stewardship. In his short and modest remarks, he concluded with a fitting synthesis of his entire administration, saying, "The groundwork for stability has been laid, the College has attained unequalled growth and progress, and, finally, the house is now well built. I leave it to my successors to furnish it and to make it flourish."

Thereafter, I was appointed by the new Board to serve as Acting Executive Director.

For more than a year, I was a long-distance weekend commuter from Syracuse, New York, with six young children and a beloved, understanding wife who patiently supported my special labor of love at a crucial phase in the educational advancement of the College. When that phase of service was concluded, I had a feeling of personal and professional gratification that could not again in a lifetime be exceeded. The College's pioneering work in educational development set the foundation for continuing leadership and the College would henceforth be the predominant influence in the education and professional development of nursing home administrators.

In one of my final writings as Acting Executive Director, I set forth the following words:

A Decision for Values

Projection of a composite summary of health care today would well be symbolized in citing the biblical saying that few dare to trespass in the realm of the fully armed man defending his courtyard. The courtyard of health care has been torn asunder through the mechanics of vested interest, political expediency and a hypocrisy of bureaucratic welfarism. The members of its household jealously shield their "possessions" while a spreading fire bides its time for their total destruction.

Repetitious platitudes of promise and self-admiration in the face of mediocrity all ring hollow to the unmet needs of too many who are too desperate or too weak for their enfeebled voices to be heard. We have seen the propagandizing of phony progress wrapped up in the shadow of Capitol Hill and merchandized by Madison Avenue to purport the provision of new services under cover of the same old poor farm budgets.

Total human needs in health care as perceived through intellect and justice must ultimately prevail over the contemporary facades which dictate bargain basement price tags for our national health values placed on the financially less fortunate. The measure of judging our stewardship as health care professionals is in how well we have succeeded in gaining real value placed on health. Comprehensive health maintenance for all, both young and old, sick and well, may be a far illusion to some, but the reality of conscience and our knowing it can be done will plague us until it is. Each of you can help to strike the proper balance, from the false security of overkill values to a commitment to human health values. Your decision for values is the first step; your actions will bring them to life.

This philosophy has been in evidence in the practice of those who followed and who have brought the College to its high point of pride today.



RECOLLECTIONS OF J. ALBIN YOKIE

Executive Vice President, 1973 to present

Editor's Note: J. Albin Yokie earned a B.S. in Management from Iowa State University, an M.S. in Sociology from Montana State University, and has completed the course work toward a Ph.D. at Southern Illinois University. In the years prior to joining ACNHA, Mr. Yokie served as a Dean at Marquette University and served in various administrative positions at the Southern Illinois University, Montana State University, and Northwestern University.

1973

I joined the College staff on August 1, 1973. At that time, the offices were located on Colesville Road in Silver Spring, Maryland. Our staff consisted of nine persons including myself. My predecessor, Lynn Norris, had been ill for approximately a year, so the office was being managed largely by the Executive Assistant, Eileen Brown. Mrs. Brown did an admirable job of holding the College together during that period, but many things had to be left undone due to lack of time and staff.

Lynn Norris was retained by the Board of Governors in a consultant capacity from August 1 through December. He was valuable in providing insights into the history of the College and current concerns. He also provided an appraisal of the leadership capabilities of various individuals.

The 1973 Annual Convocation had been scheduled for November in Kansas City. As of August 1, no planning had been completed for this event; I therefore gave this matter my first consideration. My first few months were mostly spent orienting myself to the College and determining the critical priorities.

1974

In 1974 the Board of Governors decided to hold a Symposium in Toronto, Canada, in the summer of 1975. The College had changed the time for holding its Convocation from the fall to the spring, leaving a hiatus of 16 months before the next annual meeting. The thought was that we should hold some type of all-College function to bridge this gap

and to provide a service to the membership. We decided to hold an educational meeting and called it the First North American Symposium on Long-Term Care Administration. We solicited papers, selected those that seemed to have particular merit, and designed the educational program around them. We thought we would be fortunate if at least 200 persons registered, and, therefore, we were pleasantly surprised when more than 600 persons attended. This success stimulated the College to provide for an Annual Symposium each succeeding fall.

1975

After much effort by a number of people under the leadership of Derril Meyer, the W.K. Kellogg Foundation in February awarded the ACNHA Foundation a grant in the amount of \$475,000. This grant supported research efforts during the next four years that subsequently produced the study "Practice, Certification and Education of the Long-Term Care Administrator." This landmark study ultimately resulted in the establishment of the Certification Program for Long-Term Care Administrators. The Kellogg grant marked the first time that the research capabilities of the College had been recognized by an outside agency and this grant was significant in our obtaining additional grants from other agencies and the federal government. The Kellogg grant also created a research staff within the Foundation.

On June 1, 1975, the ACNHA office was moved to 4650 East-West Highway in Bethesda, Maryland. The move was accomplished overnight and the College was open and functioning the next morning at its new location, with minimal disruption of normal operations.

In November, a report entitled "A Study of the Role, Functions, and Organizational Structure of ACNHA" was received from the Special Action Task Group. This was an attempt to allow us to do some planning and to look ahead to what the College should become. This effort subsequently resulted in the creation of the Long-Range Planning Committee, which still exists as I write this in 1981.

1976

The Convocation that had been moved to the spring was held in Atlanta, Georgia. It is covered elsewhere in this history, but it is significant to note that it produced our largest attendance at the annual meeting to date.

1977

The College negotiated its first "faculty services agreement" with the Medical College of Virginia. This allowed us access to professional faculty members to teach our seminars. It also allowed us to "teach" those faculty members about the uniqueness of long-term care. We subsequently established similar arrangements with Trinity University and the Western Consortium in Higher Education for Health Care Administration. These agreements have been in the past, and continue to be, important in maintaining the quality of our educational programs.

1978

After much debate over three to four years, the Board authorized having exhibitors at the Annual Convocation. The first exhibits were displayed at the 1978 Convocation. From a rather small beginning, the number of exhibitors has grown steadily, and exhibits have become an important feature of the Convocation.

1979

In December of 1978, the ACNHA Foundation's Board of Directors authorized hiring a Director of Development. Patricia Rueckel occupied this position until late in 1979, when she resigned to take a position in higher education. Unfortunately, because of a lack of funding within the Foundation, we were not able to reinstate the position. This is unfortunate in terms of the financial viability of the Foundation over the long term.

1980

In 1980, we received a second grant from the W. K. Kellogg Foundation in the amount of \$202,000 to implement the Professional Certification Program. All of the mechanisms and committee structures needed to implement this program were activated at the Convocation when the membership approved certain Bylaws changes. A total of 483 administrators sought professional certification during the year. In my judgment, the Professional Certification Program can have a more profound effect upon the profession than anything else the College has done since its inception.

General Reflections

From my position as Executive Vice President, I have seen steady growth in leadership qualities and commitment among both the National Officers and the Board of Governors. This has helped the College strengthen its professional image. Such leadership has, in and of itself, been an important contribution to the field of long-term care administration.

The financial strength of the College has never been robust. We have on a number of occasions during my tenure had a deficit at the end of the year. We have never been able to accumulate any reserves. However, in my judgment, we need not be apologetic. It has always seemed most important to the College to strive to do the maximum it can for the profession and for the membership, even if its resources are strained to the limits. I have often used the analogy that the College is somewhat like an adolescent standing on a box and trying to reach an apple in a tree. The College is growing and we can, occasionally, through dues increases, get a larger box. But the tree is also growing and the apple continues to be just out of reach.

In 1974, the Board of Governors directed that we institute a formal "advocacy program" and hire a professional firm to assist us in this endeavor. This program continued for approximately two years, when it

became evident that it was not cost-effective. The College has never attempted to be a lobbying agency or to try directly to influence legislation. Rather, it has believed that its function is to stress the role of the professional long-term care administrator; to represent the aged and the chronically ill who are institutionalized, and, in so doing, to provide expert testimony and witness in every manner that seems appropriate. In this sense, we have been successful. The Executive Committee functions as the Advocacy Committee of the College, and the College has been increasingly sought out by Congress and by various federal and state agencies to provide expert testimony or comment. Such action on the part of the College enhances its reputation and its influence in the field of long-term care administration.

INFLUENCE OF THE FEDERAL GOVERNMENT

Benjamin Latt

Editor's Note: Mr. Latt currently serves in the Health Care Financing Administration, Department of Health and Human Services, Washington, D C

When I joined the Public Health Service in 1964 as Management Consultant in Long-Term Care Administration, it was my good fortune to have the opportunity to work with several outstanding leaders who shaped the beginning years of the College. The College then amounted to several file cabinets in Theodore Hawkins' nursing home in New Haven. Yet, I could sense that the College amounted to considerably more—a strong commitment to improve the quality of care and life in nursing homes together with a firm belief that one significant way to accomplish that goal would be to improve the practice and education of long-term care administrators.

Through the years, I worked closely with the College's Education Director and Education Committee. The PHS supported with contracts the development of new continuing education programs and teaching materials. These were tested and subsequently offered by College Chapters in many states. We also helped the College develop, test, and stage a training seminar for long-term care administrators who sought a better understanding of the Medical Director concept. This seminar proved to be invaluable in augmenting PHS-AMA training contracts for physicians who served or expected to serve in that capacity.

We also worked with College staff members on the Long-Term Care Task Force of the Association of University Programs in Health Administration. This effort, which was funded by the Kellogg Foundation, developed an undergraduate program in long-term care administration, increased the number of graduate programs available, and contributed to continuing education programs when continuing education became a condition for relicensure.

College members served on Advisory Committees for numerous PHS projects. This was instrumental in helping us accomplish viable and valuable training programs. I also found that attendance at College Conventions and educational programs was invaluable to help us understand the continuing education needs of practicing administrators.

Through a purchase order, the PHS supported development of a manual on state programs for licensing nursing home administrators. We also funded the development of the first PES licensing examination and sought the direct involvement of College Officers in the project. I represented the PHS at the National Advisory Council on Nursing Home Administration, which worked to help states with their licensure programs. Two College representatives were also on the Commission. I also served

as a member of the National Advisory Committee for the development of the Kellogg-funded certification program.

One of our ideas that was never accomplished was that the College more actively support the accreditation of nursing homes. This could be done by recognizing that the nursing home administrator should aim for quality standards beyond the poor minimum of Medicare and Medicaid. The College should tie certification and accreditation together to establish a vehicle for the enhancement of both the administrator and his facility. The administrator will have a sense of worth in advancing his own career, improving the practice of his staff members, and improving patient care. In the end, the patients will benefit.

Some of the wonderful people with whom I worked are Mike Stotts, Bob Burmeister, Gene Tillock, Frank Zelenka, Sister Ambrosette Pfleuger, Derril Meyer, Kaye White, and Al Yokie. Their contributions were impressive.

The opportunity and privilege of working in close collaboration with these and other leaders and members of the College was an experience I enjoyed immensely. From it I have gained a new respect for long-term care administrators and an understanding of how strongly they are motivated to improve the lives of the people they serve.

CANADA AND THE AMERICAN COLLEGE OF NURSING HOME ADMINISTRATORS

Burrell D. Morris

Eighteen years ago I was privileged to represent Canada as a guest on the Executive Board of what was then called the American Nursing Home Association (ANHA). I was having difficulty convincing the various provincial associations in Canada to make an attempt to belong to ANHA. It was not easy because there never was a set format for doing so. I was therefore happy to hear of the formation of the American College of Nursing Home Administrators. If the provincial associations could not be persuaded to join ANHA, perhaps individuals would see the advantages of joining ACNHA. I became a Fellow in January 1964, and I was and still am very proud of that fact.

I was privileged to attend some of the early meetings of the College and shared the growing pains of a young organization striving for recognition. The College was guided by some strong, dedicated people, but there were many hurdles to progress. One of the problems was what to do with the "outsider" from Canada. I certainly did not want to be a member of a State Chapter bordering Ontario and neither did my friends in Quebec want to join one of the New England Chapters. I felt very strongly that the membership potential from Canada should not be overlooked. In any case, the Board decided that Canada would be treated as a state and placed in a Region of the College. Region V welcomed us as members.

The problem of getting members from Canada would have been difficult in any event, and the news that the Canadian Chapter was placed in a Region in the Midwest did not sit too well with some proud Canadians. I made at least two trips all across Canada and held meetings in Vancouver, Calgary, Regina, Toronto, Ottawa, Montreal, and Halifax. Those attending the meetings were quite reluctant to join an American organization. They thought I was a traitor or something similar. I felt I was not a good salesman. However, I usually left these meetings believing that I had convinced many that ACNHA was the only organization working for the individual administrator in long-term care. After I returned home I would follow up with correspondence. In the end, though, it just did not seem to work. Because closer contact could not be maintained on a regular basis, the possibility of obtaining more members was lost.

At the annual meeting of 1968, Canada was recognized as a Region at last, and the Bylaws were amended to create a new Region X (later changed to Region XII). This move was welcomed by the Canadians, and I sincerely hoped to gain more support from them after they returned home. Again, the effort was in vain. There were only a few people who were dedicated enough to actively recruit members on behalf of the College.

One of the best things to happen for those of us in Ontario was the decision to hold the first North American Symposium in Toronto. The reaction to this meeting certainly helped membership recruitment; our government officials in attendance saw how much the College had to offer.

I served the College as a Governor-at-Large and then Governor from Canada. My terms of office were very rewarding, although efforts to gain support back home were frustrating.

What is the future of the Canadian component of ACNHA? I know how I would like to answer that question, but the determination is not mine to make. I hope the Canadian membership will continue to grow. I believe Canadians can contribute to the advancement of the College's goals. We have much to learn from each other, and the communications that have been established over the years should not be laid aside.

I would like to thank Rev. Carl Becker for asking me to contribute in this way. It was a personally rewarding experience to have been part of the early activities of the College and I shall remember meeting many wonderful people throughout the years.

PART IV

Rosters and Records

NATIONAL AWARDS

Year	Award	Recipient(s)
1964	Honorary Fellowship	John K. Pickens
1965	Honorary Membership	Francis L. Hurwitz Frederick Schwartz
1966	Honorary Fellowship	Frederick H. Gibbs
1967	Honorary Fellowship	Eleanor Baird E. Dwight Barnett Don T. Barry Carl A. Becker O. H. Houe Frederick D. Stabler
1968	Honorary Membership	E. Lee Jacobs Woodrow Morris
1970	Miscellaneous Awards	E. Lee Jacobs Woodrow Morris
1972	Honorary Fellowship	Jane Barton Charles A. Cubbler Robert M. Cunningham, Jr.
	Distinguished Administrator Award	Mother Bernadette De Lourdes
	Public Service Award	Congressman William J. Randall (Missouri)
	Outstanding Publications Award	Herbert Shore
1973	Distinguished Administrator Award	William A. Heideman
	Public Service Award	Sen. Abraham Ribicoff (Connecticut)
	Outstanding Education Award	Florence M. Swaryck
	Special Journalism Award	Wendell H. Coltin
1974	Distinguished Administrator Award	Derril D. Meyer Edward Brody

Public Service Award Helen F Holt
Special Civic Award Sister Mary Elizabeth Bonia
Special Education Award I. Dean Greenstreet
Special Journalism Award George Gingell
 1975 **Honorary Membership** Sidney Rich
 Kenneth Robinson
 Robert Russell
Education Award Anthony A. Salamone
 1976 **Distinguished Administrator Award** Theodore F. Willroth
 1977 **Distinguished Administrator Award** Monroe Mitchel
Public Service Award Eileen Brookman
Education Award John A. Hackley
Journalism Award Grace Wilson
Public Affairs Award Gene Pell
 1978 **Distinguished Administrator Award** John Steinhaus
Public Service Award *Project Compassion*
 in Arkansas,
 Marion Stephens
Education Award Arthur Haggarty
Journalism Award James Brennan
Public Affairs Award Will Spens (NBC)
Honorary Fellowship Barbara Lee
 1979 **Distinguished Administrator Award** Carl Adams
Public Service Award Benjamin Latt
Education Award George Molloy
Public Affairs Award Titus Productions,
 "The Last Tenant"
 1980 **Distinguished Administrator Award** Frederick E. Krizman
Public Service Award Sister Paul Gabriel
 Wilhere

Education Award Sister Michael Sibille
 Jerry Norville,
 Medical College of
 Virginia Dept. of
 Health Administration
 1981 **Distinguished Administrator Award** Howard J. Funston
Public Service Award Sen. Lawton Chiles
 (Florida)
 Msgr. Charles J. Fahey
 Congressman Claude Pepper
 (Florida)
Education Award Mardell E. Brandt
Distinguished Service Award E. B. Baker
 1982 **Distinguished Administrator Award** Edwin E. Martin
Education Award Dulcy B. Miller
Honorary Fellowship Albert Kelly
Research Award Norman L. Hunter
Public Service Award V. Richard Miller
Distinguished Service Award Edward Brody

**ACNHA FOUNDERS, PRESIDENTS
AND EXECUTIVE OFFICERS**

Founders

Alton E. Barlow
Carl A. Becker
Louise Broderick
Theodore E. Hawkins
Kenneth R. Nelson, Jr.

Presidents

Theodore E. Hawkins, 1963-66
Carl A. Becker, 1966-67
Alton E. Barlow, 1967-68
Sister Ambrosette Pfeuger, 1968-70
Donovan J. Perkins, 1970-71
Eleanor Baird, 1971-72
Derril D. Meyer, 1972-73
Edward Brody, 1973-74
Gerald A. Bishop, 1974-76
Hoyt C. Crider, 1976-77
E. B. Baker, 1977-78
Stuart H. Goldberg, 1978-79
Nicholas D. Demisay, 1979-80
Lilla (Dell) O. Hagan, 1980-81
Andrew L. Fennelly, 1981-82

Executive Vice Presidents/Directors

Rosemary Capusan, January to October 1967
Thomas J. Bergen (Acting), October 1967 to August 1968
Frank Zelenka, August 1968 to April 1970
Eugene E. Tillock (Acting), April 1970 to August 1970
Lynn W. Norris, August 1970 to August 1973
J. Albin Yokie, August 1973 to present

**RECIPIENTS OF FELLOW EMERITUS
AND LIFE FELLOW HONORS**

Fellow Emeritus Recipients

Louise Broderick
Kathleen Daley
Lawrence W. Dyball
John Hoon
John T. James
Elbert E. Levy
Thomas P. Lewis
Jamie Miller
George T. Mustin
Kenneth R. Nelson, Jr.
Frederick C. Pfisterer

Life Fellow Recipients

Carl A. Becker
Lynn Norris

ACNHA CHAPTERS AND REGIONS

List of Chapters (1982):

Alabama	Nebraska
Arizona	Nevada
Arkansas	New Hampshire
California	New Jersey
Canada	New Mexico
Connecticut	New York
Florida	North Carolina
Georgia	North Dakota
Hawaii	Northwest (Washington, Alaska, Idaho)
Illinois	Ohio
Indiana	Oklahoma
Iowa	Oregon
Kansas	Pennsylvania
Kentucky	Rhode Island
Louisiana	Rocky Mountain (Colorado, Wyoming)
Maine	South Carolina
Maryland (D C., Delaware)	South Dakota
Massachusetts	Tennessee
Michigan	Texas
Minnesota	Utah
Mississippi	Vermont
Missouri	Virginia
Montana	Wisconsin

Dates when Chapters were chartered:

Alabama—April 27, 1969
Arizona—Became a Chapter in 1978
Arkansas—Chartered into the Texarkoma Chapter September 27, 1975
 Became an independent Chapter November 3, 1977
California—April 12, 1969
Canada—April 20, 1978 (called Quebec-Ontario Chapter, changed name to Canada Chapter in July 1980)
Connecticut—April 27, 1969
Florida—December 12, 1969
Georgia—September 19, 1969
Hawaii—October 1980 (called "Aloha Hawaii" Chapter)
Illinois—April 27, 1969
Indiana—April 27, 1969
Iowa—September 19, 1969
Kansas—December 12, 1969

Kentucky—April 27, 1969
Louisiana—Chartered into the La-Miss Chapter September 1975
 Became an independent Chapter November 1977
Maine—September 19, 1969
Maryland—November 11, 1970 (includes Maryland, District of Columbia, and Delaware)
Massachusetts—April 27, 1969
Michigan—April 27, 1969
Minnesota—March 24, 1970
Mississippi—November 1977
Missouri—December 12, 1969
Montana—Chartered into the Rocky Mountain Chapter in 1968
 Chartered into the Northwest Chapter May 6, 1971
 Became an independent Chapter January 11, 1980
Nebraska—January 1975
Nevada—1981
New Hampshire—April 27, 1969
New Jersey—April 7, 1970
New Mexico—October 14, 1980
New York (including Puerto Rico and Virgin Islands)—April 27, 1969
North Carolina—February 10, 1975
North Dakota—Chartered into the Dakota Chapter in 1972
 Became an independent Chapter May 12, 1979
Northwest—May 6, 1971 (originally included Alaska, Idaho, Montana, Oregon, Washington; Montana became independent in 1980, Oregon in 1976)
Ohio—April 26, 1972
Oklahoma—Chartered into the Texarkoma Chapter September 27, 1975
 (Texas, Arkansas, Oklahoma)
 Became the Texoma Chapter in 1977 (Texas, Oklahoma)
 Became an independent Chapter August 2, 1979
Oregon—Chartered into the Northwest Chapter May 6, 1971
 Became an independent Chapter in 1976
Pennsylvania—April 27, 1969
Rhode Island—April 27, 1969
Rocky Mountain—1968 (originally included Colorado, Idaho, Montana, Utah, Wyoming; Idaho joined Northwest Chapter in 1971, Montana joined Northwest Chapter in 1971, Utah became independent in 1976)
South Carolina—April 27, 1969
South Dakota—Chartered into the Dakota Chapter November 1972
 Became an independent Chapter in 1979
Tennessee—April 27, 1969
Texas—Chartered as the Texas Chapter April 27, 1969
 Became the Texarkoma Chapter September 27, 1975
 (Texas, Arkansas, Oklahoma)
 Became the Texoma Chapter in 1977 (Texas, Oklahoma)
 Became an independent Chapter again in 1979

Utah—Chartered into the Rocky Mountain Chapter in 1968
Became an independent Chapter in 1976
Vermont—April 27, 1969
Virginia—April 27, 1969
West Virginia—April 27, 1969
Wisconsin—September 19, 1969

LIST OF REGIONS

- Region I:** Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont
- Region II:** New Jersey, New York, Puerto Rico, Virgin Islands
- Region III:** Delaware, District of Columbia, Maryland, Pennsylvania, Virginia, West Virginia
- Region IV:** Alabama, Florida, Georgia, North Carolina, South Carolina, Tennessee
- Region V:** Arkansas, Louisiana, Mississippi, Oklahoma, Texas
- Region VI:** Illinois, Iowa, Kansas, Missouri, Nebraska
- Region VII:** Indiana, Kentucky, Michigan, Ohio
- Region VIII:** Minnesota, North Dakota, South Dakota, Wisconsin
- Region IX:** Arizona, Colorado, New Mexico, Utah, Wyoming
- Region X:** California, Hawaii, Nevada
- Region XI:** Alaska, Idaho, Montana, Oregon, Washington
- Region XII:** Canada

HISTORY OF THE FOUNDATION OF THE AMERICAN COLLEGE OF NURSING HOME ADMINISTRATORS

The Foundation of the American College of Nursing Home Administrators was incorporated in the State of Maryland on August 4, 1971, with the principal office and place of business designated as 8641 Colesville Road, Silver Spring, Maryland. Rita S. Federman of Silver Spring was designated as the statutory agent. She, Armando Comacho, and Lynn W. Norris signed the Articles of Incorporation. The first Directors were Norris, Eleanor Baird, Derril D. Meyer, and Donovan J. Perkins.

The Foundation was the brainchild of Donovan J. Perkins, then the President of ACNHA. He had long been active in helping to gain professional status for the proprietary sector of the nursing home industry. "Professionalism" was his constant concern, and his availability, intense desire to be of service, and contributions to his profession made him one of the dominant figures in both the National Advisory Council and the College.

Director Meyer was to become President of the College in 1972. He had great expertise in administrative matters, as well as fiscal acuity, and a recognized record of accomplishment in the field of long-term care. His educational background was broad and excellent.

Director Baird, long a power in the American Nursing Home Association and soon to be President of the College, had numerous governmental contacts. More important, her graduate training and experience in the social services played a prominent role in keeping the College from becoming a trade association.

Lynn Norris, the first Executive Vice President of the College, was widely known as the College's own administrator at the time the Foundation was founded.

Together, these four Charter Directors of the Foundation foresaw the future stature of the College and the need for a Foundation to help it achieve its professional goals, acting as both a repository and agent for fund-raising and as a coordinator of major grants.

Much of the history of the Foundation is reflected in the history of the College in this volume. Therefore, no attempt is made here to chronicle it in further detail. Some primary accomplishments of the Foundation are listed here, however, as a means of focusing on its important relationship to the College. The Foundation's achievements include—

1. Valuable new surveys
2. Use of survey data to develop professional criteria and means of measuring them
3. Development of educational programs

4. Development of the College library
5. Development and printing of a handbook of all existing licensure regulations and rules
6. Financial assistance to the College, despite extremely limited resources, which made possible the creation of the *Journal of Long-Term Care Administration* and the Department of Education, Research and Development
7. Invaluable assistance with the Kellogg Foundation grant, including providing matching funds
8. Fund-raising functions of great importance to the College
9. Development of seminars and conferences
10. Implementation of the Professional Certification Program
11. Ongoing administration of grants.

FOUNDATION GRANTS AND CONTRACTS, 1971-81

AAHA-American Association of Homes for the Aging
 AoA-Administration on Aging
 HEW-Department of Health, Education, and Welfare
 HRA-Health Resources Administration
 MSHC-Mountain States Health Corporation
 NIMH-National Institute of Mental Health
 WKKF-W. K. Kellogg Foundation

Date	Source	Title	Amount
1/75 (3 yrs)	WKKF	Practice, Certification and Education of the LTC Administrator	\$ 475,000
6/75 (18 mos)	HRA/HEW	Development of Education Modules (7) for Nursing Home Administrators	72,306
3/76 (23 mos)	HRA/HEW	Self-Instruction for CE Modules (7)	9,085
6/77	HEW/Region III	Planning Skills for the LTC Administrator	6,250
77 (2 yrs)	AAHA	Consultant Services on Member Information Study	3,500
5/78 (15 mos)	HRA/HEW	Model Inservice Nurse's Aide/Orderly Training Program	151,431
10/78 (1 yr)	AoA/HEW	Nursing Homes and the Black Elderly	65,045
10/79 (1 yr)	AoA/HEW	Impact of Title VI of the Civil Rights Act of 1964 on Nursing Home Integration	24,000
1/80 (3 yrs)	WKKF	Professional Certification Program in LTC Administration	202,000
10/80 (2 yrs)	NIMH/HEW	New Model Training for CMHC/Nursing Home Staff	102,663
5/81 (3 yrs)	WKKF	Professional Practice for Nurse Administrators in LTC Facilities (with the American Nurses' Foundation)	281,300

6/81 (3 yrs) MSHC

Improving the Quality of
Life (in Nursing Homes)
through Geriatric Nurse
Practitioners 45,000

Total \$1,437,580