

# History and Handbook

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Of The

**American College of Health Care**

**Administrators**

**Volume II, 1981-91**

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Edited by Dr. Hoyt Crider,  
Dell Hagan, and Mark Finkelstein

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of Health Care Administrators

## Foreword

The 1990 convocation of The American College of Health Care Administrators, held in Toronto, Ontario Canada, was another historic milestone for the College. As we compared and shared pros and cons of our two long term health care systems we all agreed that the ideal care-giving system is still somewhat elusive.

One of the decisions reached by the Council of Past Presidents was that the past decade, with its many tumultuous changes, warranted an update of the history of the college. President-Elect Richard Fratianne appointed Dr. Hoyt Crider of California to chair the committee to compile and edit the second volume of the History of ACHCA. He called for volunteers to complete the Editorial Committee and had two immediate volunteers; Dell Hagan of Texas and Mark Finkelstein of Connecticut who were also appointed by incoming President Fratianne. The period to be covered by this second volume of the history of the College was from convocation to convocation, 1981-91.

It would not be possible to verbalize or write an adequate tribute to the founders of the college whose dedication and persistence overcame so many obstacles to keep the college on track in those lean and early years. However, if the founders and early presidents had complaints of over regulation and lack of adequate funding, those who followed could reprise with a quip from a recent U.S. President who said "You Ain't Seen Nothing Yet".

The challenge of Alzheimers was insidious at the onset and thus far without cure, and suddenly Long Term Care Administrators were faced with the dilemma of providing highly specialized, more costly care sans government funding. This has prompted many to encourage physicians in the practice of a form of merciful dishonesty in providing alternate diagnoses covered under the Medicare and Medicaid funding programs.

DRG's (Diagnosis Related Groups) gave new meaning to skilled care in Long Term Care Facilities. New technologies, levels of skill previously confined to hospitals, and new and sophisticated equipment called for more highly trained personnel, putting "staff development" in a different category than we had previously imagined.

Yet another unexpected condition without a known cure as yet has forced decisions and changes that were totally foreign to Long Term Care Professionals. What is our responsibility in the care of the AIDS patient? How

shall we integrate this type of care into our programs and facilities? Many administrators have responded to the challenge by re-training staff and making necessary facility alterations.

While grappling with these and other problems we are suddenly introduced to the Long Term Care Survey, the precursor to OBRA (Omnibus Budget Reconciliation Act). Long forgotten is the surveyor-consultant concerned with assisting the facility staff to provide a higher level of care and meet survey requirements. The norm has become rigid enforcement of inane and unreasonable regulations and the imposition of monetary fines.

The authors of inept and inadequate regulatory standards have also provided us with a watered down, inferior requirement and standard for training the Nurse Assistant. Caring administrators across the country were already providing a much higher level of training, in most cases merely integrating the required curriculum into an already far superior program.

As we face the 90's there seems little doubt that we shall see the demise of individually owned facilities. This will almost assure that fewer dedicated and caring people will enter the Long Term Care field, especially among professional nurses. The American Medical Association, especially the Long Term Care Medical directors have joined us in our fight against the regulatory fiat that have created many of our most serious problems.

The American College of Health Care Administrators has a tremendous task and an unprecedented challenge in an attempt to salvage the ideals we have worked so hard to establish and uphold. I am convinced that we can, and indeed we must, accelerate our efforts to maintain and improve the quality of care that has become the Benchmark of ACHCA, our professional society.

This Foreword can not conclude without a word of tribute to Dr. Hoyt Crider, who has almost literally suspended his normal business to devote the enormous amount of time needed to edit this History and Handbook. It is merely a reflection of the concern he has had for the college almost from its inception. His contributions on a National level began in the late sixties and the fervor of his efforts have not abated. Implicit in the desire of all of us is that this quality of leadership will be perpetuated in those who are yet to be our leaders.

Dell Hagan, FACHCA  
Past President, 1980-81  
and Member, Editorial Committee

## Preface to Volume II

### The Founders

There is perhaps no adequate tribute that can be paid to those early leaders who pioneered the College into being, although much has already been paid in the *History and Handbook of the American College of Nursing Home Administrators*, Volume I, published in 1982. That volume was capably edited by the Rev. Dr. Carl Becker, FACHCA of Lincoln Lutheran of Racine, Wisconsin, and by Dell Hagan, FACHCA of Tyler, Texas. Dr. Becker is a Past President (1966-67), as is Ms. Hagan (1980-81).

Yet, one only has to reminisce with some of the early members of the College to realize the scope and magnitude of effort and events involved in the founding of the College. Dr. Becker, Ted Hawkins, Alton Barlow, Ken Nelson, and Louise Broderick were the founders who incorporated the American College of Nursing Home Administrators in November, 1962. The founders met in July, 1963 and completed the formal organization of the College,<sup>1</sup> during one of the earliest surges of public interest and concern with the care of elderly patients in nursing homes. Other College leaders and events of this period are fully described in the first volume of the history of the College.

Later, in 1966 Senator Ted Kennedy first introduced his bill proposing to license nursing home administrators by act of Congress. Ted Hawkins ran this bill by his colleagues and advisors on the Board of the College, including Dr. Donovan Perkins who responded with a lengthy letter of objections to Kennedy's bill as presented and including a proposal for a National Advisory Council. Hawkins wrote to Kennedy outlining the College position based on Perkins' letter; Kennedy's bill failed that year, but was resubmitted the following year, modified to meet the College objections and including a National Advisory Council, and was passed as P.L. 90-248.

The creation of the National Advisory Council (NAC) made it possible

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<sup>1</sup> This point in time was during the early years of the Vietnam War, and which in fact was one of the most politically turbulent periods of our nation's recent history.

to take up all of the proposed pre-conditions to licensure of administrators and develop them prior to the mandated licensing under the Kennedy bill. The NAC held its first meeting in Washington, D.C. where all new members were sworn in, including Alton Barlow, Donovan Perkins, and Sister Mary Ambrosette of the College. The second meeting was to convene in Atlantic City immediately following the College convocation in Atlanta in September, 1968, and that occasion brought together people like Aaron Baranan, Gerald Bishop, Lynn Norris and Eleanor Baird along with a number of representatives of the American Hospital Association who were working to forestall any attempt by the federal government to license hospital administrators at that time.

Even in those early years there had been discussion of a name change (to the American College of Health Administrators) to facilitate a broader membership base for the College, and the proposed name was reserved with the Maryland State Corporations Commission for a number of years thereafter.

Perhaps the most poignant event in College history transpired in that tumultuous Chicago meeting of 1970 which for want of a quorum had to be recessed for 90 days and reconvened. President-Elect Dr. Donovan Perkins chaired that meeting due to the illness of Sr. Ambrosette, who was completing her second term as President. In the views of many observers that meeting mirrored the mounting crisis in the life of the College, and had it been adjourned instead of recessed, the College might very well have died then and there. That it did not was a great credit to our colleagues and forebears, leaders of the College at that time who refused to accept its untimely demise, and the College came out of that meeting with a clear mandate to be the professional society for long term care administrators -- not an occupational association, and certainly not a trade association.

## The Executive Vice Presidents

Following that meeting and two subsequent meetings of the Board of Governors in 1970 Mr. Lynn W. Norris was hired as the new Executive Director of the College; later he was named the first Executive Vice President of the College. As Executive Director he had succeeded Rosemary Capusan, Thomas J. Bergen, and Frank Zelenka (following Mr. Zelenka's resignation, for a brief time Mr. Eugene Tillock had been acting Executive Director).

Mr. Norris served until mid-1973, when he resigned for health reasons and is now deceased. The 1973 convocation was held in Kansas City and was convened in November at the Crown Center Hotel. A search committee had been formed which recommended Mr. J. Albin Yokie to the Board of

Governors, and he was then formally appointed to the position, and introduced at the convocation.

Mr. Yokie served the College until mid-1984 when he became ill and his contract was not renewed. The narrative of the Executive Vice Presidents and the ACHCA national office after 1981 (the closing year for the *History of the College*, volume I) is reported in a separate chapter in this volume, as authored by Dr. Kathleen M. Griffin and Richard L. Thorpe. Events surrounding the terms of each Executive Vice President are also related in the chapters written by the presidents for those respective years.

Dr. Kathleen Griffin succeeded Mr. Yokie as Executive Vice President in 1984, and her services to the College continued for nearly four years, until in 1987 she resigned during the presidency of Richard L. Thorpe. Mr. Thorpe was at that time nearing the completion of his year as President, and after an executive search for candidates, the Executive Committee recommended to the Board of Governors that Mr. Thorpe be appointed as the new Executive Vice President of the College, taking office at the end of the 1988 Convocation. As of the writing of this second volume of the *History of the American College of Health Care Administrators*, Mr. Thorpe remains the Executive Vice President of the College.

## Genesis of Volume II

The *Foreword* by Dell Hagan has described the events in Toronto leading to the appointment of the Editorial Committee which has guided the compilation and editing of this volume of the *History of The American College*. I want to thank Dell Hagan and Mark Finkelstein for their enormous contributions to this volume and their valued counsel and assistance throughout this work. It could not have been done without their efforts and especially their counsel.

Recognizing at the outset that most of the past presidents of the College and Foundation were not men and women of leisure, that to the contrary in all cases they were people whose time was in great demand and who with few exceptions had not reached retirement when more of their time would be available, our committee has elicited, invoked, implored, cajoled, negotiated and extorted the cooperation of these many authors without whose chapters on their presidencies this volume could not have been compiled. When these efforts were unavailing the other committee members and I called on other authority figures to exert their influence, and we thank them one and all. The contributions of the individual authors is apparent to the reader and their works stand proudly on

their own merit. The Committee would like especially to thank Dr. Kathleen M. Griffin, former Executive Vice President, for her participation in and contribution to this volume.

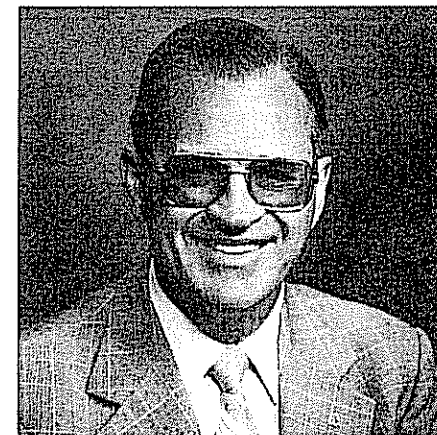
Imperfections in the final manuscript are our responsibility as editors and we extend our regrets for them. Perhaps the next volume will benefit from the errors of the first two, and achieve perfection.

Dr. Hoyt Crider, FACHCA  
Past President (1987-88),  
and Chair, Editorial Committee

## Greetings From ACHCA President Jack Billingsley

I am very pleased to announce the completion of this second volume of the *History of the American College of Health Care Administrators*.

As most of you know, the first volume of our history was compiled and edited by Dr. Carl Becker, one of the founders of the College, and published in 1982. This second volume covers the decade from 1981 through 1991, at the end of the Convocation in New York City.



Much credit must be given to my colleague, Immediate Past President Rich Fratianne, for appointing the Editorial Committee at the 1990 Convocation in Toronto, at the meeting of the Past President's Council. He recognized the importance of recording our history before it is forgotten and lost. Without it, future generations of members and leaders of the College would probably be pre-ordained to make some of the same mistakes we have made in the past. In the words of a famous man, those who do not read history are often doomed to repeat it.

It may seem surprising, but I have often made reference to the first volume of our *History* when I am faced with decisions and issues concerning the College. I believe that every member should have a copy on their desk, to read and refer to on College issues, policies, and plans.

Apart from that, however, all proceeds from the sale of the book will be net revenue to the College and the Foundation, and that makes the purchase of this book a very painless way to support our professional society in its many tasks, services, and programs. I hope you will join with me in purchasing a copy at your first opportunity for our own mutual professional guidance and development.

Thanks go to the Editorial Committee also for allowing me this opportunity to present the *History of the American College of Health Care Administrators*, Volume II.

Best Personal Regards,

Jack Billingsley, President

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## Part I

### The Years of The Elected College Presidents

1981-91

## Resume of My Presidency, 1981-82

By Andrew L. Fennelly, FACHCA

When I assumed the presidency of the College in Miami in May, 1981, I began a year of strenuous activities which meant travelling nearly 61,000 miles and being away from my family for over 16 weeks.

Throughout the year, however, it was my pleasure to meet with officers and administrators from every region and most of the chapters of the College, and I was continually impressed by their dedication and professionalism.

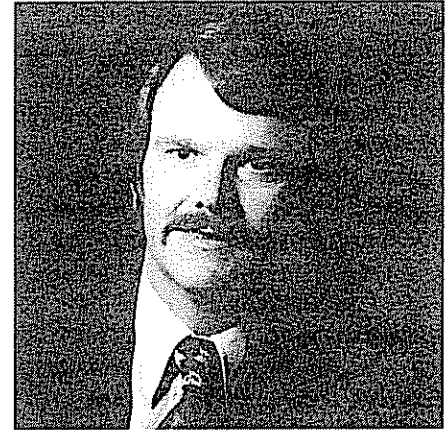
Following the adjournment of the 1981 Convocation as President I was invited to attend the White House Conference on Aging. I was most gratified to observe the respect with which the College was received by various representatives at this conference.

In July I travelled to Hamburg, Germany to present a paper before the International Congress of Gerontology, describing the College's Professional Certification Program. The unique qualities and benefits of our certification program were now being recognized in long term care around the world.

### Mission Statement and Objectives

I soon realized that I was presiding over a year of economic change for the College, similar to those changes occurring throughout the country. Long term care and home health care were experiencing rapid growth among the increasingly diverse services to the elderly. In part these changes prompted the College to embark on its major emphasis for the year -- a five year mission statement and statement of objectives. Such a statement would provide the College leadership with general direction and help to ensure continuity from one administration to the next.

Issues such as the trend toward construction of ever-larger facilities, the broadening scope of services, the continued expansion of corporate chain





ownership, and the phenomenal growth of residential care -- all of these trends challenged the College and its membership to address these issues promptly and effectively. Membership growth was another priority for the year, and I asked each Regional Governor to appoint his Vice Governor as a Regional Membership Chairperson to work with local membership committees, assist with membership drives, and thereby also gain more exposure to the concerns of the membership. I spoke specifically of the need to identify our membership goals, to move the College from its present level of 6,000 plus members to perhaps 12,000 members with the "Each One Reach One" membership drive.

Additionally, I stressed the importance of each chapter officer becoming an advocate, more visible to state and local government agencies involved with long term health care. To effect this visibility and encourage such College officers to become authoritative in their field, letters were sent to various state and federal offices introducing them to chapter and regional officers.

The Board of Governors and I were also convinced that the long term care administrator within the next decade would find many changes in the health care environment, perhaps requiring adaptation to new needs and methodologies such as hosting home health care services in the long term care facility, or perhaps involvement in the various kinds of retirement living centers.

To provide baseline data on these trends, the College staff developed a survey insert for the newsletter which would elicit responses from the membership as to what they expected the future to be, and also what they thought it *should* be in those areas.

The Executive Committee and the Long Range Planning Committee met in March, 1982 to review the results of the survey. From this review they developed a mission statement and a set of objectives to be presented by the Long Range Planning Committee for ratification by the membership at the next convocation. We were also gaining a sense of great satisfaction from the development of a sound foundation on which the College could build new programs to serve the needs of our membership.

## Membership Growth and Retention

A second major focus for the College during my presidency was on membership growth and retention. The Membership Committee was galvanized into action with one of the most aggressive membership drives in the history of the College. That this committee achieved its goals when many associations were experiencing drops in membership was nothing short of remarkable.

## Regional/Chapter Officers Workshops

As President I was beginning to devote much time and effort toward the development of regional and chapter officers workshops, and toward the development of a national network of officers in the College, by encouraging all of the officers to attend these workshops. They were constantly reminded that they were all essential components of a strong, active, and dynamic organization that would meet the challenges of a rapidly changing long term care industry and profession. I also recommended that the College explore the feasibility of maintaining an on-going chapter presidents orientation program.

## Expanded Convocation Activities

Convinced that the College was not tapping a significant source of potential income, I advocated the expansion of convocation activities to include commercial as well as educational exhibits. My proposal was accepted and through the further untiring efforts of the Executive Vice President and his staff the 1982 convocation in Boston was the first to offer these expanded benefits to the membership. Members could thereby keep abreast of the technologies surrounding the field of long term care and add to their professional knowledge and capabilities.

Another innovation we instituted was the past presidents luncheon, which I hosted for the first time. This meeting afforded an opportunity to bring together the great resources and expertise of our past presidents which had not previously been utilized by the College.

## First Volume of History Published

The 1982 Convocation marked the 20th anniversary of the College, and the first volume of the *History and Handbook of the American College of Nursing Home Administrators* was introduced. Dr. Carl Becker, appointed by Past President Dell Hagan to edit this historical treatise, had arranged a generous funding by Ross Laboratories for the publication of this volume.

## Congressional Networking

During my presidency I had the privilege of meeting with key figures of the House Committee on Aging, and I reminded them that "bricks and mortar do not make a nursing home." I strongly advocated the need for all care-givers to have access to educational opportunities and professional activities which in turn would improve the quality of life for all of the older adult population.

## Final Report to the Membership

In my final report to the membership at the 1982 Convocation, I expressed my gratitude to the Regional Governors for their outstanding work with their chapters and regions, and to the Executive Committee members whose long hours of hard work had been so productive, and to the Executive Vice President and staff for an exceptional job.

It was my privilege to remind them again that we are the only professional society representing the long term care administrator, and that if we fail to serve our membership in achieving their fullest potential, then we fail our profession. As I stepped down from the office of President in Boston in May, 1982, I announced that in view of the extensive demands of the office of President, with 61,000 miles of travel and over 16 weeks away from home and family, I wished to follow the precedent set by my immediate predecessor Dell Hagan and to decline to be considered for the office of President of the Foundation for the ensuing year. I did, however, offer to the Foundation my services in any way they might find them useful, should the need arise.

Among the many pleasures I derived from serving as President, none was more enjoyable than the presentation of the Distinguished Service Award to my colleague Ed Brody at the convocation which concluded my year as President.

## My 1982-83 Presidential Year

By Rev. Robert W. Schlicht,  
CFACHCA

### A Break With Tradition

*The beginning of this presidential term was marked by a rather stunning irony -- the Rev. Robert W. Schlicht was elected President of the College in Boston without first having served a term as President-Elect. Except for the College's first president, no other ACNHA president had served without first serving a term as president-elect. There were, however, reasons for this departure from tradition.*

*Schlicht had served the College nationally in various capacities, beginning in 1978-79 during Stuart Goldberg's presidency of the College, and as Secretary during Nick Demisay's presidency in 1979-80 and subsequently during Dell Hagan's presidency in 1980-81. However, he had lost his election bid for the office of President-Elect at the Miami convocation in 1981 to George Malloy, a popular College seminar leader who had been educated for the priesthood and whose spell-binding speeches were legendary in College circles. Malloy's talent was that he could, when on one of his favorite subjects, transfix his audience with his oratory.*

*Despite the fact that he had held no prior elective office in the College, the electoral body present in Miami was quite taken with his speech and thereupon elected him to the office of President-Elect.*

*Perhaps it was the enduring wisdom in the president-elect system that was vindicated in early 1982 when Malloy's sudden resignation from the office of President-Elect left the College without a prospective President going into the 1982 convocation in Boston. Differences between Malloy and other national officers and governors had surfaced, and his resignation was accepted by the Board without comment. In this exceptional circumstance it was the recommendation of the College leadership and nominating committee that Bob Schlicht allow his name to be placed in nomination for the office of President.*



*the first certified Fellow to be elected to the highest office of the College.*  
--The Editors

## A Closing of Ranks

An atmosphere of relief prevailed as I took over the reigns of the College and placed my committee appointments and program before the Board of Governors for ratification. The new leadership was in place, ranks closed and the business of the College moved on. It was perhaps a commentary on my non-political and non-controversial personality that events went so smoothly and harmoniously into the 1982-83 year.

As the well-wishing subsided the new team of elected officers sparkled with enthusiasm among the highly talented and eager people. As an attendee and careful observer at many meetings of the College leadership, I had noted the main currents of ideas and feelings within the membership and its leadership. I availed myself of advice and counsel from the seasoned leadership of previous years. The importance of continuity in the program thrusts for the future interests of the College had been urged by Past-President Fennelly. I had also sensed the importance of consensus among the previous and incoming leadership, and subsequently it was I who coined the phrase "consensus among presidents," signifying unity among the Schlicht--Sullivan--Siebel trio who carried the College forward over the next several years.

## The College Image

In the windswept sea of membership sentiment and concern over the image of the College, some whitecaps often appeared. Some of the membership felt the College was becoming an 'elitest' group and that it would come to its demise unless its membership base was broadened, in scope and depth. A fair contingent of members believed that the education programming needed a major overhaul if it was to remain competitive and professionally competent. Some were convinced that a name change was long overdue, and that more support for student programs in long term care administration was needed, and there were those who believed the College was already overrun by proprietary interests as distinct from professional interests. Some deplored the lack of interest and support from the not-for-profit constituents, and others deplored the 'degrading' quarters occupied by the College. Overlaid among all of these concerns was the historical debate over how to improve membership recruitment and retention in the College.

Against a background of publicity and media attention to facilities with

bad surveys or other problems, the feelings of the membership as to the image of the College were running at a fever pitch. It was a time for addressing the issues with positive thrusts on a number of fronts.

## The First Building Committee

At first technically named the 'Special Committee on Office Space', the original Building Committee was appointed by me as President in September, 1982. It was charged with responsibility of studying all aspects of office space needs, including potentially selecting a new location. The original committee was chaired by the then President-Elect, Dennis Sullivan. (Sullivan eventually reversed the courtesy by appointing me as Chair of the Building Committee during Sullivan's term as President. Siebel later ratified and extended Sullivan's appointment as did subsequent presidents until the College's new office building was purchased in 1988.)

## Certification Program

As President I was a determined promoter of the new College professional certification program. I regarded this particular College endeavor as a spinoff of the entire educational program that was image-enhancing and worthy of more support. Earlier, having been the first College certified fellow in Minnesota, I had been especially supportive of the Educational Committee's offerings under the leadership of its chairman, Dr. Robert Hacker.

The certification program benefitted further from joint efforts by Robert Siebel, Chairman of the Professional Certification Committee, and by Richard Snook, Chairman of the By-Laws Committee. Their joint efforts culminated in the adoption of By-Laws changes specifically referencing certification in 1983. In my view as President these changes made a significant and positive impact on the image of the College then and in the future.

The final symposium on certification was scheduled for Denver for cost containment reasons, but the thrust for the future was to replace the symposium with a series of high level executive seminars. Over the years, the *American Series* which followed have spoken eloquently as to the professional image of the College.

## Membership Committee

The close interface between By-Laws, Education, and Certification was paralleled by a similar commitment on the part of the Membership Committee,

ably chaired by another Schlicht appointee, Mark Finkelstein. This committee enjoyed the immediate fruits of its success in terms of an increased level of membership and would in future years see more of their suggestions adopted and implemented with marked success and satisfaction.

In close cooperation with the President, the Membership Committee proposed and implemented extensive direct mail solicitations making use of a brochure published by me at my own expense. Nine thousand copies of this brochure went out, and the results were surprisingly so successful that it won first place for member recruitment efforts for 1983. The Membership Committee initiated the so-called 'member recruitment months' making use of multimedia and teleconference seminars for member recruitment. Also pioneered were phone-a-thons in 1982, followed by an experiment in telemarketing.

The 1982-83 Membership Committee, responding to my presidential request, proposed a new College logo to enhance member recruitment. A stylized tree with the slogan, "We'll Help You Grow," was the culmination of these efforts.

## Long Range Planning

The Long Range Planning Committee, chaired by Past President Nicholas Demisay, figured strongly in the development of program thrusts among the various programs and with the strong encouragement of the Executive Vice President J. Albin Yokie, this committee participated in its own study of strategic plan implementation under the leadership of Dr. Steven Holberg. This formal study program provided a foundation on which the analysis of future long term goals and objectives could be based.

## Awards and Community Relations

The careful work of the Awards and Community Relations Committee, chaired by Adrian K. 'Beep' Roberts was applauded in convocation by the College membership.

## Ethics and Standards Committee

I extended a worthy vote of appreciation to the Ethics and Standards Committee, chaired by Helga B. Finks.

## First New Student Chapter

As one of many new ideas encouraged during the year and given a trial, the first new student chapter was organized at Eau Claire, Wisconsin with my strong support and the extraordinary efforts of Allan Schwartz and Dr. Gene Decker.

## First Convocation Committee

During this year the College began the use of a formally appointed Convocation Committee, and the success mandated the continuation of the concept. A new record of exhibitors and of total paid participants at the 1983 convocation at Minneapolis was the result, and after allocating national staff salaries to the convocation it was still a fiscal success and a source of pride to me as President. It was also a benchmark-setting precedent for the future.

## Some Personal Reflections

Although as President I was most fortunate to be able to obtain a wealth of expertise and dedication among my committee appointees, my greatest debt of gratitude was owed to the talented Board of Governors presented to me by the membership of the College. Although conservative and realistic, these busy governors were imaginative and creative as their backgrounds forged into a cohesive force during 1982-83 that gave me the most important component of my success.

They discussed matters with candor in a truly open forum setting, they brought diverse opinions to these forums and discussions did not always bring consensus. However, there was always the satisfaction of knowing that all views had been given a fair opportunity to be heard.

Before opening my first meeting of the Board, as President I advised my colleagues -- in perhaps my most unvarnished acknowledgement of my clerical background -- that I would be greatly favored by their restraint in the use of invective and in calling upon the Diety in any manner to emphasize their remarks in meetings of the Board. "You conduct yourselves as truly top-level professionals in your expression of your feelings," I said, "and the chair will accord you every professional courtesy you can be given." It was to become a new 'indoor clean air act' for the Board, and it worked and was mutually appreciated.

In a number of other ways the Board accorded its very strong support for me in enhancing the image of the College. For example, new attention was given to reducing reports, proposals and ideas to writing. The President

undertook this discipline himself in presenting printed reports to the Board, and I encouraged Secretary Clara Brown and Treasurer Douglas Lindsey to follow my lead. Written charges were presented to committees and written reports were received from them. The written word became a medium for more uniform dissemination of information and assimilation of intelligence, and ultimately, greater efficiency in governance.

For the first time in a number of years, the meetings of the Executive Committee and those of the Board of Governors were held in different time frames. The result was a greater uniformity of the meetings of the leadership and acknowledged improvement as against the former 'back-to-back' meetings scheduled for the sake of economy. The appointment of various liaison Board members to the various national committees seemed to work well.

## Working With Kindred Organizations

On their own initiative and with the encouragement of the President various members of the Board put forth their efforts to form working relationships with their opposite numbers in kindred health care organizations. As College President I visited the chief executives of 18 allied health organizations during my tenure. Invitations were received to sit in as guest at meetings of the governing boards of three related and major national health organizations, a first that reflected evidence that the College was not only healing itself, but was truly making progress in enhancing its image.

It was indeed the beginning of the realization of my dream, once placed before the College when I gave an extremely brief acceptance speech as newly elected President. I said,

"I want to see the College

1. Reflected in the integrity of each of its members,
2. Reflected in the quality of the fine institutions of care these professionals administer, and
3. I want to see the College as it ought to be seen -- as a paragon of these organizations where true professionalism is nurtured and recognized."

Just how well those simple -- and lofty -- goals would ever be achieved is a matter for historians to debate. But credit accrues to scores of dedicated colleagues through whose work I actually saw my goals achieved. That is probably illustrated most graphically by the fact that during my presidency the College -- after a number of sporadic and unsuccessful efforts -- voted to change

its name. A new vitality and commitment to a broader base of constituents was reflected in the resolution adopted by the membership at the 1983 convocation to change the name of the College to that of the American College of Health Care Administrators.

The return to the real world after serving as national President is an exceptional experience, sometimes a let-down but always an unique phenomenon. As I returned to full-time status with the Lutheran Board of Directors, with gratitude for having been given the privilege to serve the College, with thanks to my long-time professional colleague and Assistant Administrator Lois M. Dahlke, CFACHCA for the yeoman's job of 'holding down the fort', I then came face-to-face with the sobering thought that -- after having been given the opportunity for exceptional service -- no one is indispensable, and everyone owes an obligation to give thanks to those through whom one's dreams have found their way into thrilling reality.

## The Year of the Member, 1983-84

By Dennis F. Sullivan, CFACHCA

When I assumed the presidential mantle in 1983 I was determined to restore the College to the membership. I would dedicate the next year to strengthening the channels of communication to insure that the individual member would be able to establish and maintain an effective voice in the functioning and structure of his professional organization. To that end I designated the 1983-84 year as the "Year of the Member."



### Presidential Goals

One of our primary goals was to make the membership more aware of what the leadership was doing. The first step toward attaining this goal was to move the Executive Committee and Board of Governors meetings out of the national offices and into the various regions of the country which could benefit from greater interaction between the members and the governing bodies of the College.

There were at least four other key issues which I also sought to address:

1. Translating the Mission Statement into a more realistic tool for membership recruitment and retention. We felt that if the Mission Statement was to be effective it must be made meaningful and useful to each and every member.

2. Revamping the educational offerings which appeared to have little potential for meeting the real needs of the membership. We believed also that an Executive Seminar Series should be developed at the national level for administrators. Subsequently this seminar served as a prototype for the currently popular American Series.

3. Our long term strategic planning should also be a topic that would be discussed by candidates for office in the future. As a beginning this need for strategic planning was the basis for a professional needs assessment that was

disseminated to administrators throughout the country, members and non-members alike. The results of this survey served as the basis, after the formulation of the new Mission Statement, of a very positive step towards a long range strategic plan.

4. Our need to market the professional certification program in a more positive and effective way, as a vehicle to achieve our fullest potential in the areas of reciprocity for licensure and in meeting the training and educational needs of corporate long term care.

## Fiscal Shortfall and Turnaround

At the first meeting of the year, the Board of Governors was advised that the overall College budget deficit stood at \$61,039. As President I pledged a balanced budget plus a reduction of the accumulated deficit by year's end. In keeping with my goal Treasurer Ray Rustige pledged that financial statements would be distributed on a monthly basis, and in addition, he began a monthly communication to the membership through the *Long Term Care Administrator*, advising them of the fiscal condition of the College.

Accountability was the hallmark of my presidential year. Systems were put in place which established improved accountability within the various chapters and regions as well as in the national offices. In this regard the Executive Vice President's job description was mailed to members of the Executive Committee for study, and proposed additions, deletions, and revisions were requested for a forthcoming review.

## National Office Move

For many years the national offices had been located on the second floor above a Shakey's Pizza Parlor on East-West Highway, and an image conveyed of the College that the leadership has acknowledged was not entirely appropriate. Governor J. Paul Willis had suggested that the College make plans to relocate its national offices, and urged that we approach banks and savings and loan institutions, as well as realtors and property managers to determine if any of them had suitable office space for sale, rent, or lease.

Our objective was ultimately to achieve College ownership of its own office building or space so that monthly payments would derive a marginal equity gain rather than continuing to spend large sums for rental purposes only.

Thus was launched one of the largest financial ventures the College had ever undertaken, as Governor Willis took the reigns and responsibility for

investigating the possible relocation of the national offices. He set in motion what would be the largest purchase commitment ever made by our professional society.

## Shoring up Communications

As a representative of the College I worked to shore up our ties with various other organizations such as the National Association of Boards of Examiners (NAB), and the American Health Care Association (AHCA), and also to establish closer relations with such allied health organizations as the Alzheimer's Foundation and the National Association of Agencies for the Aging. In keeping with our promise to reach out to the membership, the Executive Committee meeting on June 24, 1983 was held in conjunction with a meeting of the officers and members of Region I, and at the conclusion of this meeting the Executive Committee members, the members of Region I and I attended a Foundation clambake hosted by Past President and Mrs. Andrew Fennelly.

## 2500 Administrators at Certification Seminars

Approximately 2500 applicants went through the certification process during the year and nearly ten per cent submitted formal applications for professional certification. The Professional Certification Committee gave serious consideration to the correction of some of the problems encountered by applicants in completing their professional development plans. By year's end nearly 200 had achieved certification from this group.

## Membership--Education Coordination

The Membership and Education Committees working together developed minimum guidelines for the conduct of chapter activities, providing chapter officers with a format from which to chart the course of chapter operations. Also the establishment of the West Virginia Chapter was of special importance to the College this year.

## Journal of Long Term Care Administration

Noting the success of other associations in offering publication subscriptions to non-members and recognizing the potential financial impact, the Board of Governors authorized subscriptions to individual non-members and institutions.

## Joint Commission on Accreditation

President-Elect Robert V. Siebel presented a resolution to the Joint Commission on Accreditation of Hospitals which had been adopted by the Board of Governors. This resolution set forth the position of the College that any administrator achieving certification in the College would be deemed to have met the requirements for qualification and training under the JCAH standards.

## Chapter Membership Recruitment

We experienced much more activity on the part of chapters in membership recruitment than ever before during my year as President. In all, 41 chapters were involved in intensive membership campaigns, and by the end of November, 1983 the Membership Committee reported a total membership of 6108 as compared with 5999 at the same time the previous year.

## Reflections on 1983-84

This presidential year was a most successful one. New membership levels had been reached; more people than ever before were involved in professional certification; and most importantly, more of the members were feeling reunited with their professional society.

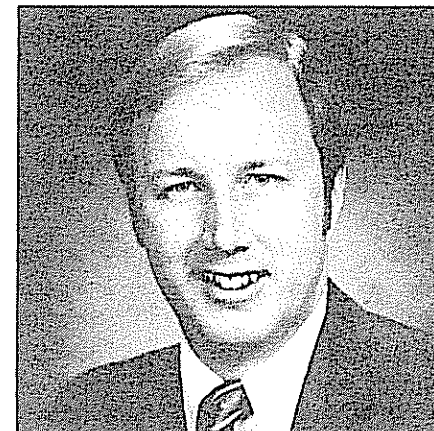
The success of the membership campaign and the resurgence of the certification program were having an important impact on the College. Such progress not only improved the individual member's knowledge and self esteem, but also reflected our self confidence to the public at large. This message and impact carried over to the Honolulu Convocation in 1984, the most successful up to that time in the history of the College. For the first time vendors were allowed to exhibit their products and services. The fiscal consequence of all of this was that the College finished the year with a positive equity balance of \$3,497, representing a gain of nearly \$70,000, a first in nearly ten years.

The groundwork laid this year during my presidency, with the close collaboration of Treasurer Ray Rustige, paved the way for future success and better financial management of the College.

As the year drew to a close it was apparent to me that we had met our goals and that the College membership and its leadership were in tune with each other as never before. Leadership was making great strides towards fulfillment of present and future goals of the profession of health care administration. Membership was responding to the challenge to increase its numbers and to advance its educational base at a record pace. The "Year of the Member" would yield dividends for the College for many years to come.

## A Year of Challenge and Change, 1984-85

By Robert V. Siebel, CFACHCA



When I stepped up to the presidency of the College in April, 1984 in Honolulu, I knew I was stepping into the shoes of a number of distinguished past presidents. One does not accept this position without preparation, however, and I had been active in College affairs since the inception of the professional certification program and the early days of the Long Range Planning program. I was first elected to the Executive Committee in 1981-82 as Governor-at-Large during the presidential term of Andy Fennelly, when Dennis Sullivan was Governor of Region I. However, as history accurately reports, he preceded me into the presidency by one year.

The Executive Committee at this juncture included several able and competent people, including Immediate Past President Dennis Sullivan; President-Elect Mardell Brandt; Treasurer Ray Rustige; Secretary Arthur Swenson; and Governors-At-Large Eileen Jenkins and Mark Finkelstein.

Having worked closely with Past President Dennis Sullivan in the preparation of the goals and objectives for my term of office, and having requested input from the Board of Governors, the following goals were presented and adopted:

1. The Board of Governors and staff work with the Foundation to explore funding sources for research, particularly in the area of Alzheimers Disease, to maintain viability for the Foundation and to build on its previous programs.
2. Acquire and install an in-house computer system for the national offices, in order to consolidate various functions under a system of internal control. Expenses for this acquisition have previously been approved by the Board of Governors.
3. Purchase of a suitable building for the national offices. The Ad Hoc Committee on Office Space would be retained to complete their work in this area.
4. Fund the Long Range Planning Committee and allow them to



develop an ongoing relationship with the Business Roundtable and other industrial groups. This would include the implementation of a program of services which could be offered to industry to familiarize them with LTC and hopefully, to generate revenue.

5. Development of written operational policies as addenda to the Board of Governors Manual, to cover action items, materials which should be included in the Governors' reports, and in Regionally Speaking.

6. Development of a new format for our financial statements which combines income and expense by category, and lists prior year figures for each account. Establish a budget cycle which would use the winter meeting of the Executive Committee as the first working session on the next year's budget, with a view to having the final budget ready for both the outgoing and the incoming boards at each year's convocation.

7. Begin development of a new series of self-study manuals to be made available to all LTC administrators. The continued sales of our existing manuals tends to prove their value.

8. Survey all past presidents and governors to determine areas in which their expertise can be called upon in specific situations.

9. Establish a Convocation Committee on an annual basis; one member from Education, one for exhibits, and one from the local host chapter for local events, and include funding in each year's convocation budget. Both the President and the President-Elect would be ex officio members.

10. Conduct a thorough analysis of our educational programming and develop additional components beyond the one-day seminars. Refine the American Series, include more recreational opportunities, and include the development of executive management courses at the advanced level.

11. Host a breakfast at each convocation for the leaders of the 'chains.' This breakfast would be attended by both the President and President-Elect and would be for the purpose of defining ways in which the College could serve their needs as an individual membership organization.

12. Provide the Executive Committee (as the Finance Committee) an analysis of the accrued benefits for staff, including an historical perspective. Also provide the management letter from the auditors after each annual audit.

13. Annotate each Board of Governors meeting agenda item, as advice only, with a designated time allotment. Historically there has been a tendency to dwell too long on certain items, particularly early in the day and at the top of the agenda. Later items sometimes do not get adequate time for discussion.

14. Set up a two or three day driving tour of a state, and with a goal of going to and meeting as many administrators both members and non members who are not overly active in the College. This kind of field survey would give us a sense of the perceived and actual needs of such administrators in a one-on-one meeting situation. Discuss the wisdom of this idea and the priority of states and locales for such visits.

15. Suggest a revised set of charges to the Awards, Community Relations, and Scholarships Committee, that would cancel any awards being considered at the 1985 Convocation except the chapter awards. Instead, use this meeting time and funds to establish guidelines both for soliciting and evaluating award nominees. My concern is that awards are sometimes given primarily because someone has been nominated, and there are no other candidates. This is a grave disservice to both the award winners and to the College.

## Transition in Leadership

It had been a tradition in the College for some years to have an Ad Hoc Committee on Goals and Contract Terms with the Executive Vice President. During the 1983-84 year this committee had consisted of Messrs. Sullivan, Schlicht, and Yokie, and Ms. Jenkins, and me as chairperson. The Treasurer Ray Rustige was a member ex officio.

The updated charge to this committee made at the Board of Governors meeting in Honolulu April 6 was to meet with the Executive Vice President to evaluate his performance since January 1, 1984 in the light of certain established goals. A formal report will be presented semi-annually to the Board of Governors regarding the status of these goals of the Executive Vice President.

"These goals represent an attempt to set forth objectives which are measureable, specific, result oriented, realistic, attainable and time bounded. They are intended to provide a 'matrix' against which performance can be evaluated:

1. Analyse the results of the Membership Needs Survey and make recommendations regarding the future position(s) of the College. (8/84)

2. Design, administer, and analyze a market research survey and make recommendations based on the findings, which are intended to enhance member recruitment. (12/84)

3. Examine the future developments in health care and make recommendations regarding how the College should react. (ongoing)

4. Continue to strengthen relationships with other groups and organizations which should have an appropriate interface with the College. (ongoing)

5. Maintain an advocacy program which represents the interests of the College and transmits to government agencies, consumer groups, and other representatives the position of the College and the profession. (ongoing)

6. Develop the programs of the College as directed by the Board of Governors, so as to fulfill the mission statement. (ongoing)

7. Act, in conjunction with the President, as the official spokesperson

for the College. (ongoing)

8. Recommend possible changes in thrust, scope, and programmatic considerations to assist the Board of Governors in attaining budget objectives.

9. Train and provide educational programs for the staff which shall increase their effectiveness. (ongoing)

10. Finalize the planning, seek bids, and install an in-house computer system. (2/85)

11. Make recommendations regarding the relocation of the College headquarters offices. (Time frame dependent upon action by the Board of Governors.)

12. Report on the progress of budgeting. (ongoing)"

There appears to be a time frame within which an executive reaches the apex of his effectiveness as an association leader, and after which his leadership impact on behalf of his association inevitably declines. It is considered a truism among association executives that a chief executive should probably serve a given association no longer than seven years. At that point the association may have advanced to a point where a new leadership style is needed, or the chief executive is reaching the ceiling of salary and benefit capability of the association for which he is working. At any rate that seems to be the point at which association executive turnover is experienced, for one reason or another.

That appeared to be the situation with Mr. Yokie's service with the College. During the ensuing months it became the ultimate decision of the Executive Committee, ratified by the Board of Governors, to not renew his contract when it expired. A letter was mailed out from me to all past presidents dated August 29, 1984 which stated in part:

"As a Past President of the College, I wanted to bring you up to date on the events surrounding a recent action by the Board of Governors to not renew the contract of our Executive Vice President, Al Yokie."

"First of all, it should be noted that this decision was not made without a great deal of thought and discussion, and with the knowledge of each board member of the contribution that Al has made to our organization over the past eleven years..."

"As a result of the decision of the Board, I was instructed to discuss the details of the decision with Al, within some fairly specific parameters that were approved first by the Executive Committee, and subsequently by the full Board of Governors. Acting on that direction, Al and I agreed that his salary and the majority of his benefits would be continued until March 1, 1985, but that his last day acting in his capacity as Executive Vice President would be August 31, 1984.

Effective September 1, Bob Burmeister will assume the position of Director in Charge, an interim appointment that will continue until a new Executive Vice President is ratified by the Board of Governors."<sup>1</sup>

Although Dr. Robert Burmeister, Director of Education, was named as interim acting Executive Vice President of the College, it was essential that I be available to him and to the staff to assure a smooth transition and to allay uncertainty and confusion. It was also important that we both have the unqualified support of the other members of the presidential team, Mardell Brandt and Dennis Sullivan.

A search committee was immediately formed, made up of the three members of the team (Siebel, Sullivan, and Brandt) who sifted through more than 150 resumes and interviewed 12 candidates. Many of these interviews individually consumed a half day of team time or more. At the Tucson Board of Governors meeting, the minutes reflect the decision reached by the Board in executive session:

"It was announced that the Board of Governors had unanimously approved the appointment of Kathleen M. Griffin, Ph.D., CAE as the new Executive Vice President of ACHCA, to be effective in February, 1985."

What may read now like a perfunctory action actually involved many very capable people and many days of serious and soul-searching efforts. In the end, I believe it was the unanimous feeling of the entire Board of Governors that we had fulfilled our responsibilities in a dedicated and professional manner.

## Interim Office Space Arrangements

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<sup>1</sup> The letter continued: "I am acutely aware of the need to handle this entire procedure with the maximum amount of professionalism and attention to the many details that should not be forgotten. I also want to assure you of the Board's similar pledge..."

"To that end, I would solicit your advice and input, for I know all of us on the Board appreciate the depth of your experience and your wisdom, both collectively and individually..."

An announcement of the action taken by the Board of Governors was also made in *The Long Term Care Newsletter* of September 15, 1984. Mr. Yokie had served in the position of Executive Vice President since August, 1973.

Mr. Yokie and the Ad Hoc Committee on National Office Space had conducted an extensive preliminary survey on alternative sites, and at the meeting of this committee in Bethesda on July 17, 1984 they reviewed on paper the pros and cons of 6-8 sites. On the following day Mr. Yokie and the Committee, along with realtors, made on-site visits to four buildings. The Committee felt that the building located at 1385 Piccard Drive, Rockville, Maryland best met the needs and objectives of the College at this time, and at a cost of \$1,000,000.

At the August meeting of the Board, Committee Member Richard Snook briefed the Board on all of the relevant financial aspects of purchasing this building. He stated that the committee understood the objectives of the College membership in this quest to be:

1. Build equity for the College. (Under the proposed general partnership arrangement, the College will achieve an equity of \$159,220 over the next ten years.)

2. Eliminate the risk of substantial future rent increases. With the acquisition of the proposed building the College will have a fixed cost of \$10.66 per square foot for the first ten years and \$9.03 per square foot thereafter. It should be pointed out that the cost during the first ten years in all probability will be greater than the present and anticipated future rent increases would entail.

3. Image -- It was felt that our present physical location over the Shakey's Pizza Parlor was not the most professional image for the College. The proposed building has a most attractive stone front with a campus-like setting.

4. Parking -- Our current building had no parking. Parking for both employees and visitors ranges between difficult and impossible, whereas the proposed building has over two acres, most of it in parking.

At the conclusion of the briefing Dick Snook moved, and Ken Ogren seconded a motion to have the College's attorney prepare a purchase agreement for the building on Piccard Drive, Rockville. The agreement was to be reviewed by the President and Treasurer, and by a designee of the Ad Hoc Committee (Richard Snook). It was then moved by Snook that the College authorize escrow money not to exceed \$35,000 to be taken from the general treasury until loan proceeds were forthcoming. However, over the next few months negotiations stalled due to changes in the financing by the seller.

During the interim following the selection of Dr. Kathleen Griffin as Executive Vice President, it appeared that other sites and options should receive further consideration. She was given discretion to find suitable quarters for the interim needs of the College, during which time hopefully we could gear up for

the financial burdens of ownership. Following her investigations and reports to the Governors meeting in Las Vegas, the offices were moved May 31 to new quarters at 8120 Woodmont Avenue, Bethesda, Maryland. Dr. Griffin reported that these new offices would be more cost effective by providing a more efficient layout of space, while saving on rent due to the reduced square footage. Also the first four months of the lease were provided rent-free. The College had at last left the 'Shakey Pizza' building for a more professional setting.

At this same meeting the reconstituted Ad Hoc Building Committee reported that it would work closely with the newly established Building Fundraising Committee, and would attempt to determine whether it would be more cost-effective to buy a building, or rent one; and also, whether the College wished to own only its office space, or to be a landlord.

## Dealing with Budgetary Constraints

It was clear from the posture of the Board of Governors in its charge to the Ad Hoc Committee on the Contract with the Executive Vice President that finding ways to enhance the effectiveness of the national offices within existing budgetary constraints was to be a hallmark of the coming administrative year. The financial demands on the College with the acquisition of any new headquarters building would exacerbate our budgetary constraints. The Treasurer's report for January and February, 1984, although showing close conformity to the budget, nevertheless did not allow for the extraordinary demands for the new building.

The Board at its meeting in Hawaii on April 6, 1984 ratified the proposed budget for 1984-85 and requested that Paul Willis, Richard Snook and Robert Schlicht continue to serve on the Ad Hoc Committee on Office Space. The Board was also to be confronted with the need to more closely interface with the Foundation Directors in dealing with the financial burdens on the College. The Foundation Board had met on Wednesday prior to this meeting of the Governors, and a number of proposed strategies had been proposed for dealing with the budget, including establishing a Fund-Raising Committee, and some recommendations for the incoming Board of Directors of the Foundation.

The Foundation Board had also requested that Mr. Yokie solicit proposals from several fund-raising consultants for the Board's consideration. And, the Board was scheduled to meet in June at the national offices to consider the matters referred to them by the outgoing Board.

Mr. Sanders Kabernagel, CPA and Director of Financial/Administrative

Services, had been requested to make a financial projection of income and expenses for May and June in order to foresee what the year-end condition of the College would be. He completed this projection with an estimated net income of \$44,228 as compared with the budgeted net income of \$27,400, which was due primarily to the financial success of the 1984 Convocation. However, as will be seen later, the year-end deficit of \$64,297 for the 1982-83 year ended July 1, 1983 still left the financial condition of the College somewhat precarious.

Mr. Yokie reported that the Convocation had been successful in terms of registration and income.

	<u>Actual Registrations</u>	<u>Budgeted Registrations</u>
Fully Paid Members	489	435
Fully Paid Nonmembers	<u>65</u>	<u>25</u>
Total	554	460

The total number of participants in the various functions of the Convocation was approximately 1,000. Only the Atlanta Convocation of 1976 with 632 registrations and the Washington, DC Convocation of 1978 with 609 were larger. Considering that the Hawaii location was geographically remote from the continental USA, this was considered a favorable report. In addition the unaudited preliminary figures for the Convocation reflected total revenues of \$203,744 versus expenses of \$152,162 for a net surplus of \$52,582.

Still, other financial demands presented themselves. The Foundation Board had requested that the College consider reassuming the costs of the library operations and staff. The Board of Governors authorized the Executive Committee to make a decision on this matter at its scheduled October 30 meeting. Subsequently at the December 7 meeting of the Board, Ray Rustige, Treasurer reported that the first quarter operating results were \$96,491 in income, \$118,488 in expenses, for a net deficit of \$21,997 for the quarter. At the same meeting he reported that the audited statements for the fiscal year 1983-84 showed income exceeding expenses by \$64,536, ending the prior fiscal year with a net equity position of \$3,497.

The Board then took up the 1984-85 proposed budget, and made the following adjustments:

1. Reduction in expenses for Executive Vice President's contract in the amount of \$6,700 (including salary and all fringe benefits, and cancellation of an auto lease).
2. Offset of additional office rental expense with the sublease of approximately 1,500 square feet to the Foundation (net offset of \$8,400).
3. Increase in expenses of \$6,800 related to the Executive Vice

President's Search Committee.

4. Increased travel expense for the Board of Governors (\$9,000), officers (\$12,000), and staff (\$6,000); a total of \$27,000.

5. Additional income of \$15,700 through revision of the budgeted Convocation income to show net of \$25,000 rather than \$9,300.

As a result of all of these adjustments, the revised budget showed a net income of \$3,000.

The Executive Committee had recommended that the library expense for the Foundation be defrayed by a loan of up to \$38,000 to the Foundation, to be repaid not later than June 30, 1986. After Fr. Barnabas Hunt, Foundation President, provided further input to the Board, that governing body decided to assume the costs of operation of the library, and further, to provide a line of credit to the Foundation to fund its research position through May 31, 1985, these funds to be used only after the Foundation had exhausted its unrestricted funds.

In view of the numerous adjustments made by the Board to the proposed 1985-86 budget, the Board directed that the Executive Committee be charged with presenting a balanced budget to the Board at its next meeting.

## Convocation Planning

It has been normal to do much of the convocation planning for any given year several years in advance, with a key Board member involved directly with the convocation committee for that location/year. Such was the case with the planning for the 1985 Convocation, which had been tentatively set for Las Vegas, Nevada April 21-25, 1985 at the MGM Grand Hotel.

President Elect Mardell Brandt was the Board's liaison with the Convocation Planning Committee, and she reported at the June 4 meeting of the Governors held at Crowne Plaza Holiday Inn that, after site visits had been made to various hotels, the MGM Grand had been chosen as the most appropriate for the College Convocation. She reported that at the next meeting of the Committee detailed plans would be made for all events and for promotion of the Convocation.

At the August 10 meeting the Board of Governors took up a recommendation of the preceding Board that Toronto be considered for the 1990 convocation site. After discussion this recommendation was tabled until the next Board meeting, in Tucson in December, 1984. At the December 7 meeting

this motion was removed from the table and Toronto was unanimously selected for the 1990 convocation site.

At the Tucson meeting the theme of the upcoming convocation was also approved: "Excellence -- Our Commitment". Mardell Brandt reported that as of November 28, the College had enrolled 20 exhibitors and registered 25 participants. The first mailing of convocation promotion had been on October 16 to all members, and selected non-members (12,000 copies). A second mailing was to be released on January 5, 1985. The Convocation Planning Committee planned another meeting on December 10, at the MGM Grand Hotel in Las Vegas.

At the April convocation meeting of the Board of Governors at the MGM Grand Hotel in Las Vegas, Executive Vice President Kathleen Griffin reported that the registration figures for the convocation were as follows:

<u>Category</u>	<u>No. of Registrants</u>
Members	477
Non-members	54
Students	5
Spouses	87
Booths Sold	91*

\* This represents a record in the history of the College.

## JCAH Developments

Dr. Affeldt of the Joint Commission on Accreditation of Hospitals (JCAH) had invited the executive vice presidents of The College, the American Association of Homes for the Aging (AAHA), and the American Health Care Association (AHCA), the National Council of Health Centers (NCHC) to a dinner meeting in Washington on April 23, 1984 to discuss marketing strategy for the JCAH survey and accreditation processes. At that meeting it was the consensus of the executive vice presidents of these several organizations that if JCAH was to be effective in long term care accreditation, it must:

1. Involve consumers, rather than remain physician dominated;
2. De-emphasize their hospital orientation; and
3. Promote greater public awareness.

The ACHCA Executive Committee subsequently adopted a motion in support of the position taken by these several executive vice presidents.

Subsequently at the December meeting of the Board of Governors in Tucson, Arizona, the Executive Committee recommended and the Board ratified my appointment to the JCAH Technical Advisory Committee for 1985.

## Professional Certification

In addition to the quest by the College for establishing professional certification as a basis for license reciprocity among the several states, the College had adopted in June, 1984 a resolution offering the College Code of Ethics to the National Association of Boards of Examiners for its use in the development of the NAB code of ethics for administrators. The Professional Certification Committee was further scheduled to meet in August at the national offices.

At the Tucson meeting of the Board on December 7, the Advancement Committee offered recommendations as to membership eligibility guidelines to the Bylaws Committee and the Long Range Planning Committee, and the Advancement/Certification Committee offered its "Plan of Action for Promoting Advancement and Certification." A further meeting of the latter committee was scheduled for December 11-12 at the national offices, at which time the lag in advancements as well as the timing of certification examination scores would be addressed.

At the April meeting in Las Vegas the committee met and reviewed a larger than normal number of certification applications, and noted the trend upward in these applications. Fewer workshops were being cancelled for lack of registrations, and those held had greater attendance. However, I noted that there was still a problem of encouraging members to advance to fellow, and that the Advancement Committee was reviewing ways to promote advancement including possible chapter workshops on advancement/certification. As Chairman I announced that a training workshop was to be held in May at the University of Missouri to train six certified fellows to teach the two-day workshop on the Management of Nursing Home Operations. Each of the individuals selected for this workshop have agreed to forfeit one honorarium to reimburse the College for the costs of this training workshop.

## Relations With the Foundation Board

The Foundation Bylaws provided that one person would be elected by the Board of Governors to serve a three year term on the Foundation Board. The Foundation Nominating Committee had recommended that Andrew Fennelly and

Larry Slatky to serve three year terms, and the Board of Governors ratified the Foundation Board's recommendations.

In other business, the Executive Committee had recommended in December that Foundation membership dues be included as mandatory with College annual dues. Although the Board of Governors approved of this recommendation, it did so on a 10 to 9 vote, on condition it be submitted to the membership at the 1985 Convocation. However, the Executive Committee reviewed the motion at its February 1985 meeting, and voted to rescind its earlier recommendation, and the Board of Governors concurred in a telephone poll conducted in February. In considering the overall financial condition of the College and the Foundation, the Board entertained and passed unanimously a motion to request of the general membership the approval of a \$25.00 per year dues increase. However, the minutes of the General Membership meeting reflect that the proposed dues increase encountered controversy at the general meeting and failed to pass.

## Reflections and Conclusions

The extent to which the goals and objectives of the year were finally realized was substantial, although by no means all of them were fully achieved. The purchase of an in-house computer system was completed and some of the related software conversion was effective with the end of my term as President.

At the Hawaii Convocation the Board of Governors unanimously approved the purchase of a building for our national offices, but the negotiations never fully resolved into a purchase agreement. Instead, the College moved into slightly smaller quarters on leased property, with reduced rent and somewhat more efficient floor plan and layout.

A funded Convocation Committee was approved in concept and set in place for the 1985 Convocation in Las Vegas.

A number of innovative concepts in educational programming were looked at by the Education Committee, such as Executive Seminars and resort seminars. Plans were made for a pilot program testing some of these concepts at the 1985 Convocation.

The contract non-renewal of the former Executive Vice President was handled in a responsible manner, new personnel policies were developed, clarified and strengthened, and an employment benefits study in the national office was completed, with some changes made in line with prevailing benefits

in private industry, and more in keeping with the College's budget capabilities.

The beginnings of a College strategic plan were undertaken by the Long Range Planning Committee, and the joint study by the Executive Committee, the Bylaws Committee and the Long Range Planning Committee was undertaken on the subject of College Governance Restructuring. The LRPC also worked on prioritizing the membership needs assessment, developing guidelines for advocacy at regional and chapter levels within the College, review of the Education Committee marketing plan, and the review of the membership growth and retention problems of the College.

President-Elect Brandt and I were able to meet with the former members of the Utah Chapter in an effort to revitalize the chapter and its role within the College. These former members had constituted themselves into the Utah Health Care Association, and were very willing to assist the College in developing the chapter. Dr. Griffin was to meet with their leaders following their annual convention in Salt Lake City, and progress was being made toward the restructuring of the UHCA into a revitalized chapter in that area.

During my year as President of the College, I had the privilege of representing our professional society at a great number of meetings of other organizations, such as the Association of Western Hospitals in San Francisco in April (where two College sponsored workshops on certification and the geriatric nurse practitioner were held) where I was selected as one of five persons to be interviewed on television on the issues and impact of long term care.

I visited the Main chapter on the occasion of their GNP (geriatric nurse practitioner) workshop, as well as the Oregon chapter and workshop. I worked with Irene Shafer, Governor of Region IX, in our efforts to revitalize the Utah chapter and get it moving again. I visited the Idaho chapter in July and helped in that chapter's efforts to recruit new members at that meeting. I also visited the New Mexico chapter, and attended the August, 1984 annual meeting of the Good Samaritan Society.

In November I attended the Forum on Nursing Home Reimbursement of the Institute of Medicine in Anaheim, California, along with President-Elect Mardell Brandt; Richard Thorpe, Governor of Region X; Jack Billingsley, President of the California Chapter; and Richard Snook, Governor of Region VI. In my report and evaluation of this meeting I advised the Board of Governors of my concern that the Committee on Nursing Home Regulations and Reimbursement was composed of four representatives of academia, and that it was my view that future policy on long term care regulation and reimbursement should be addressed by a partnership from not only academia but also from the

professions of long term care administration, government, and those who own nursing home facilities.

Mardell Brandt and I attended the American Nurses' Association's project for certifying directors of nursing in Kansas City in January, 1985.

After a year of most fulfilling activities of, by, and for the College, I found the prospect of stepping down from the office of President filled with mixed feelings—regret that more was not accomplished, but proud that we achieved as much as we did, exhausted at times from the schedule of heavy demands on the time of the President, but with an overwhelming sense of satisfaction that with the great motivation and participation of all concerned, we were making great progress towards the goals and objectives of the College and of my presidential year. I suspect these feelings were not too different from those of most presidents as they neared the end of their years as the elected leaders of the American College of Health Care Administrators.

## College Accomplishments of 1985-86

By Mardell Brandt, CFACHCA

### 1985 Convocation, Las Vegas

April 25, 1985, at the MGM Hotel, Las Vegas, Nevada marked the annual convocation and the beginning of the 1985-86 year.

This 13 month year began with our knowledge that we needed to raise \$250,000.00 for financing a new building and according to Richard Snook, Chairman of the National Building Fundraising Committee, we were informed that we would need to raise at least \$2 million if we were to choose a new site and build our own. Everyone involved felt it was time to stop renting. Unfortunately, our Executive Vice President, Kathleen Griffin, had been on board only two months; however, she was a bright, energetic, professional leader who had an enormous capacity to handle several problems at the same time.



Accomplishments during the year may be summarized as follows:

1. Held the most financially successful Convocation ever, by introducing cost containment and bidding as well as strong promotion.
2. Relocated the National Office to a new, less costly space.
3. Reestablished the American Series.
4. Negotiated a more favorable agreement with a new insurance company to provide a membership insurance program.
5. Revised the format of the *Long Term Care Administrator* to make its content more relevant for member needs and to encourage input.
6. Improved criteria for selection of articles in the *Journal of Long Term Care Administration* to assure the scholarly foundation of our publication.

7. Began the first formal marketing program for advertising, exhibits, publications and products to generate nondues revenue for the College.

8. Initiated a strong effort in the licensure board reciprocity program to achieve greater recognition of the College's certification program.

9. Submitted grant proposals to the Retirement Research Foundation, the Administration on Aging and the Alzheimer's Disease and Related Disorders Association.

10. Developed the Library into an active "Information Central."

11. Established cost-containment efforts and maintained the largest surplus in the College's last 12 budgetary years, \$101,000 of a \$1.3 million budget for fiscal year 1984-85.

12. Initiated review procedures for national office automation.

13. Held the first membership recruitment telethon.

14. Assumed through the Advocacy Committee efforts a stronger leadership role for the College in development and implementation of the Long Term Care survey with the Health Care Financing Administration.

15. Responded to several television stations that aired shows about nursing homes, and provided input regarding selection of nursing homes to the media and to legislators and regulatory agency personnel.

16. Effected a merger of the Colorado Association of Professional Administrators and the Rocky Mountain Chapter of the College so that services to long term care administrators can be provided most efficiently and effectively.

17. Revived the Utah Chapter in concert with some of our dynamic members and leaders in Utah.

## Resolution on Patient Care

WHEREAS, the administrators of long-term care facilities are faced with one of the most complicated and consequential assignments in today's society; and

WHEREAS, many people seeking admission to long-term care facilities are more frail and in more serious physical condition than in previous times; and

WHEREAS, regulatory and reporting requirements place increasing, time-consuming documentation demands on administrators; and

WHEREAS, administrators are under increasing pressure to be responsive to varied and splintered segments of society including governmental bodies, consumer groups, third-party payers, regulatory agencies, and others;

NOW THEREFORE BE IT RESOLVED, that the American College of Health Care Administrators affirms that patient/resident care is the foremost concern of long-term care administrators, and ensuring the quality of services to the nation's elderly is the paramount responsibility; and

BE IT FURTHER RESOLVED, that the administrator will place the health, welfare, safety and happiness of the patient/resident before all other role expectations and dedicate his/her career to achieving quality patient/resident care.

Approved by Board of Governors, May 27, 1986

## Executive Vice President's 1985-86 Preliminary Goals

1. Increase membership base to at least 6432 active, associate and student members, an increase of at least 4% over the membership base as of June 30, 1985.

2. Through program development and marketing, generate at least 50 new advancement applications, 200 new certification applications, and an increase of 21% over 1984-85 in seminar participants.

3. Develop long-range financial planning which insures the fiscal stability of the College, while allowing sufficient funding for programmatic growth where indicated. Raise amount of income from non-dues sources to 36% of the budget during the 1985-86 period.

4. Increase visibility of the College within the Profession, and within the related and relevant organizations.

5. Implement a retirement plan for the Executive Vice-President and the Staff by February 1, 1986.

6. Implement software analysis and contract, hardware purchase and automate financial/membership operations by June 30, 1986.



## Committee Chairpersons and Members

*Awards, Community Relations, and Scholarships:* Charles Shelton, Chairperson; Richard Hanauer, Member and Jean Glanz, Board Liaison.

*By Laws:* Robert Keon, Chairperson; Jason Geisinger, Member and Mark Finkelstein, Board Liaison.

*Education:* Kenneth Weber, Chairperson; Donald Franco, Member; and James Farley, Board Liaison.

*Ethics and Standards:* Janice Meredith, Chairperson; Jo Ann Paul, Member; and Eileen Jenkins, Board Liaison.

*Long Range Planning:* Robert Siebel, Chairperson; William Spencer, Member; and Robert Siebel, Board Liaison.

*Membership:* Robert Schlicht, Chairperson; Regina Danner, Member; and Marcia Stevens, Board Liaison.

*Professional Certification:* Susan Warner, Chairperson; Dr. Miriam Aronson, Member; and Robert Siebel, Board Liaison.

*Advancement:* Stuart Kanowitz, Chairperson; Robert Siebel, Board Liaison.

*Building:* Richard Snook, Chairperson; Robert Schlicht, Member; and Richard Snook, Board Liaison.

*1986 Convocation:* Jack Billingsley, Chairperson; Mike Fitz, Member; and Dick Thorpe, Board Liaison.

## National Offices Move to Professional Building

On March 13, 1985, Kathleen M. Griffin Ph.D. CAE, Executive Vice President was able to negotiate a lease agreement for office space to be remodeled to our specifications on the second floor at 8120 Woodmont Avenue, Bethesda, Maryland. This was a very professional building with a parking garage next door. Dr. Griffin leased this (with our approval) for \$13.00 per square foot (6500 square feet). DMC Development Corporation worked with us to design office space, built walls as needed, new paint and new carpet with new

window blinds and finished ceiling. These services included chair services and security. Moving costs plus reprinting costs for membership brochures, the bottom line for three years was less than that for our current space at new terms. The staff and board all felt that moving from over Shakey's Pizza Parlor 4650 East West Highway, Bethesda, Maryland on June 1, 1985 was an excellent move.

In April of 1985, Executive Vice President Griffin was requested to explore the feasibility of a tax exempt status under Internal Revenue Code 501(c)(3). Legal Counsel indicated that we would have to remove language in our Articles of Incorporation and Bylaws that describes the College as a business entity rather than education and research organization. A great deal of effort and patience with Internal Revenue officials lead to our official status as a tax exempt organization one year later.

## Annual Convocation Site Moved

Selection of a new site became a top priority matter immediately with the first month of my presidency when it became apparent that the Los Angeles Biltmore Hotel could not accommodate the ACHCA meeting, function rooms and exhibit requirements. Our needs were now much greater than when the hotel space had first been negotiated. After four exhausting days of touring six hotel properties that fit our criteria, the Sheraton Grand East Hotel in San Diego, California was selected for the 24th Annual convocation. It was a financial success as well as in registration, exhibits and education.

Many of the National Committees met just prior to or immediately after Executive Committee meetings or Board of Governors Meetings, and it was possible for me to attend. This enabled me to gain insight to the Committees and to show my support as well. Fiscal constraint and effective use of my time was a high priority. Dr. Kathleen Griffin efficiently arranged my schedule to maximize my visibility. I was determined to have a board working together and in hindsight, that goal really materialized. My inconclusive style of leadership led me to appoint a Triad-Presidential Team (President, Immediate Past President, President-Elect) and this then become the Working Subcommittee of the Executive Committee to address advocacy matters. Mark Finklestein, President-Elect, was the coordinator of this very important committee.

The Board felt that membership recruitment and membership retention was vital to our existence, since the downside of this was loss of revenue, loss of professional member ideas, and our failure to represent a majority of professional administrators. Therefore Susan Allen, Director of Membership Services and I developed leadership workshops for the chapter officers and

regional officers. We took the workshops to seven locations: Indianapolis, Nashville, Dallas, St. Louis, Portland, San Diego, and Denver. Ninety officers attended and later in the year, during our attendance at the AHCA convention, Dr. Griffin and I held a successful Leadership Workshop in Hawaii. Our aim to develop programs for the grass roots member was constantly on our minds.

Because of a great deal of interaction with the CEOs of multi-facility organizations, A.R.A. Living Centers, one of the largest chains of nursing homes, announced that they were interested in working with the college in three ways: certification workshops, cosponsoring seminars, and the professional referral service/job market at convocations. Other multi-facility organizations were contacted by Past President Siebel, President Elect Finkelstein, and Executive Vice President Griffin with successful results. However, all of us on the 'working team' had been dismayed with the slow progress in getting administrators to join their very own professional organization and to work towards advancement and certification. Why not join the effort being hammered out by their peers and not simply required by regulations? On reflection this is still among our most critical concerns.

## Canadian Chapter

The problem of dissolving Region XII (the Canadian Chapter) came to a vote at the Board of Governors meeting in December 1985. This vote was in response to a recommendation by the Executive Committee. It was a difficult decision and there were six dissenting votes; however, it passed and Dr. Griffin was requested to prepare a letter to all Canadian members for their input and response. The motion read that this would be effective at the end of the 1987 ACHCA convocation, and that the Canadian college members join the chapters and regions adjacent to the several provinces along the border as suggested by the governors-at-large in their report to the Long-Range-Planning Committee dated October 22, 1984.

Past President Robert Siebel had worked very hard on a cooperative effort with Joint Commission on Accreditation of Hospitals (JCAH), the American Health Care Association (AHCA), the American Association of Homes for the Aging (AAHA), the American Association of Retired persons (AARP) in developing a program called "The Triple Crown Award" providing a recognition for administrators whose facility passed a pre-review of AHCA or AAHA who were certified by ACHCA, if that administrator's facility was also accredited by JCAH. However, JCAH was not ready to develop a vehicle to tie these programs together, and it was determined that the College was the logical organization to oversee the program. Perhaps at some time in the future this

goal will come to fruition.

In October of 1985, I visited the Oklahoma Chapter and was the key note speaker at their luncheon. I became aware of a serious problem in that the Oklahoma Licensing Board did not recognize College sponsored education for credits (CEMs). It seemed that the only credits recognized were the ones from the Oklahoma Licensing Board. I left my presidency without being able to make any change in this unfair ruling.

Understanding our responsibilities as volunteers in our professional organization I gave Eileen Jenkins and Richard Snook, governors-at-large, responsibilities for developing three national position descriptions: (1) Chapter President (2) Regional Governor (3) Governor-at-Large. These position descriptions included Responsibilities, Duties and Accountability. Our Board of Governors approved their draft on May 27, 1986.

## CAPA Members of Colorado Join College

In the early eighties several members of the Colorado Chapter of ACHCA had dropped their membership and formed an organization, Colorado Association of Professional Administrators (CAPA). Bernard Heese had served as President. There was a mutual concern by the College Board as well as by CAPA that neither organization could show a united front of professional administrators and also that both were competing in educational offerings. Finally, after careful negotiations, CAPA dissolved as an organization and merged its membership into the College (and into the Rocky Mountain Chapter).

## Preliminary Guidelines for Sponsoring Affiliates

Mark Finkelstein, President-Elect, proposed some preliminary guidelines for sponsoring affiliates and the Board of Governors unanimously endorsed the proposal. Mark's untiring efforts afforded the College \$17,000 in sponsorships for the 1986 convocation.

The Board of Governors also adopted selection criteria for future convocations sites. These included the 1) area, 2) city, and 3) hotel accommodations.

The Board of Governors unanimously carried the motion to adopt membership eligibility criteria as submitted to the Board from the membership committee.

It was also decided that the 1991 convocation site would be New York City.

## Advocacy

The Board of Governors voted to take an advocacy position on behalf of the professional administrator should he find himself with a federal/state survey report that was considered unjust or biased. Anonymity of the administrators was to be assured. Executive Vice President Griffin, Past President Siebel, President Elect Finkelstein and I met with Sharon Harris, Acting Director, Office of Survey and Certifications, Health Care Financing Administration (HCFA) to discuss developing criteria for the process of re-validating of unjust or biased surveys and the available avenues of recourse open to the administrators.

## NAB Role Delineation Study

The Board of Directors recommended that the Foundation Board allocate \$10,000 or half of the cost of the pending the National Association of Boards of Examiners (NAB) Role Delineation Study, with the Foundation to be a co-sponsor and full participant in this study. The Foundation of ACHCA accepted the challenge and twenty members of the College including me, participated as a panel of experts in developing this role delineation Study. This included writing a job description or statement of a professional administrator, his job title and design and the tasks necessary to administer each job design. The percentage of time on each domain was tabulated. This information formulated was computerized by a psychometrician from P.E.S.. The accumulated data was collated and the test questions were sent to 1,000 administrators all over the United States to validate the job analysis. I felt that the College's viable efforts in working with NAB in a meaningful way would be of great service to future administrators and hopefully will prevent big government interference. The College's work with NAB on role delineation was due to the friendly persuasion by Executive Vice President Griffin with NAB President Fred Lane and Dr. Craig Shoen of PES. Also, thanks to Ross Laboratories' generous donation the Foundation was able to fully co-sponsor the project.

## In Summary

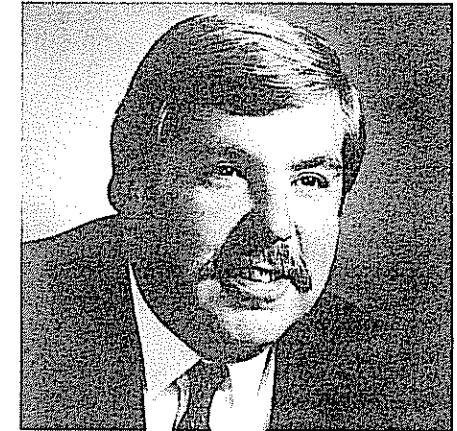
On reflection, 1985-86 was a most productive year -- a year in which the College rose to meet the challenges facing the long term care administrator;

a year in which the College gained new respect and recognition from the public, legislative and regulatory agencies and other health professionals as the professional society for long term care administrators. As I left my presidential year it was with a feeling of fulfillment and gratitude -- satisfaction with our accomplishments and gratitude for the continuing enthusiasm, loyalty and support of the membership.

## 1986-87: Our 25th Anniversary

By Mark J. Finklestein, CFACHCA

Reflecting on my year of gavel banging has caused me to reminisce on my years of membership in the College. My first recollection of College activity was my attendance at the Dallas Convocation in 1977. I recall being mesmerized by the glory of it all; the pomp, the ceremony, the



professional attitude, but perhaps most of all the awesome leadership. Most notable in my recollections were E. B. Baker, Hoyt Crider, and Dell Hagan. My thoughts at the time were that while I knew that I would never ascend to such professional heights, I wanted to become more active in the College if it would allow me such a privilege. Who would have guessed that only nine years later I would be taking the oath of office of President at our 25th anniversary of the birth of our professional society, and consequently, of our profession.

### Era of Consumerism

In order to understand the significance of the presidential directions for that year, it is important to recall the state of the industry and the profession during that period. It was an era of consumerism, with consumer advocacy organizations that were anti-nursing home and which were spending their dollars and energies in public condemnation of the industry. These acrimonious campaigns targeted both Congress and the national news media. Unremarkable incidents that occurred in nursing homes were sensationalized so that the entire industry and all who were involved in the industry were put on the defensive. The long term care profession was in danger of being painted with the same tar brush as the industry. This was of particular concern to me and I consistently and repeatedly attempted to differentiate between the long term care industry and the profession of long term care administration.

I would like to think that the 1986-87 Presidential Year was one of the major strides for the College, culminating in the Silver Jubilee Convocation in Washington, D.C. in April, 1987. Although six very ambitious presidential goals

were adopted, the year included a number of additional landmark accomplishments that firmly established the College as the national spokesperson for long term care and as the leader in assuring quality of long term care.

Two reports were published during this period, both castigating nursing homes and those who were involved in operating nursing homes -- one, commissioned by the Health Care Financing Administration and completed by the Institute of Medicine of the National Academy of Science; and the other completed under the direction of U.S. Senator John Heinz. As a consequence the morale and self-confidence of the profession was at its shakiest.

Responses by industry representatives to these sensationalized stories were dismissed as biased and untruthful by those speaking for consumer advocacy groups. In this hostile environment it was essential that the College assure the strength and integrity of its professional standards programs, publicly reaffirm its commitment to quality long term care, and assume the role of national spokesperson for long term care.

## College Management

Internally the College had experienced three financially successful years, due primarily to the development of product line management and nondues revenues. With product line management, for the first time, staff and committees were asked to find ways for services that benefitted only a portion of the membership to become self-supporting. Both staff and volunteers had become more responsible and accountable for the College's limited resources.

However, recruitment and retention of members continued to be a challenge for a number of reasons. First, there were industry wide cost reductions due to the woefully inadequate federal and state reimbursement programs. Second, the number of independently owned and operated nursing homes was decreasing and the size and number of multi-facility organizations was increasing at a dramatic rate. Decisions about organizational membership for administrators were now made at the corporate level and I felt that often the chief financial officers of nursing home corporations had little understanding of the importance and value of an administrator's membership in the College. Finally, the profile of the long term care professional continued to change as younger, better educated administrators entered the field and required an ever-widening variety of services as well as more sophisticated educational programs.

The College simply had to offer more and better services without increasing dues; therefore, nondues revenues had to be increased to support the

programs.

The actual and anticipated changes in the industry and the profession made it clear that it was time for the College to craft a strategic long range plan to enable the American College of Health Care Administrators to expend its leadership role in long term care.

Six presidential goals were adopted by 1986-87:

1. The College would expand its advocacy effort and become the national spokesperson for long term care.
2. A new mission statement and strategic long range plan would be developed and adopted.
3. Nondues revenues would be increased significantly and at least sixty thousand dollars would be raised from Silver Jubilee Convocation Program sponsors.
4. Education programs would be substantially updated and new programs would be developed to keep members on the cutting edge of health care developments.
5. The Foundation would strengthen its programs and become self-supporting.
6. A new computer system would be installed and functioning effectively in the national office.

## National Spokesperson for Long Term Care

The College advocacy program was managed by an ad hoc committee composed of Immediate Past President Mardell Brandt, President-Elect Richard Thorpe, and me as President. The advocacy program contained both external and internal components.

The internal component included the strengthening of the College Ethics and Standards programs and codifying the College's philosophy relative to quality long term care. With a \$35,000 grant from Proctor and Gamble the College embarked on the updating of the professional certification examination. This involved extension data gathering, question development, and scientific validation. In addition to the grant, Proctor and Gamble and the College initiated a program that recognized newly certified members with their picture mounted on a plaque.

College efforts towards state licensure reciprocity continued, and West Virginia and North Dakota joined the ranks of states offering license reciprocity based on the professional certification examination of the College.

The Standards of Practice for Long Term Care Administrators were developed and adopted as a landmark document. These standards defined the level of knowledge and skills as well as the responsibilities of the administrator in the discharge of duties, and clearly established the College at the forefront of the health administration professions. The State of Pennsylvania utilized our standards of practice as a benchmark for judging administrators' performance where their actions had come under scrutiny.

Recognizing that the organization that would act as national spokesperson for long term care would be subject to the public scrutiny of its own membership, the Ethics Committee was given a charge to move forward on all pending cases and make their recommendations to the Board of Governors, which was done.

The external components of the advocacy program consisted of five integrated parts. First was the proactive development and adoption of position statements, following a full environmental scan of all emerging long term care issues. Three position statements were adopted in 1986-87: one defined quality of life for nursing home residents and reaffirmed the College's commitment to that principle; another supported licensure of all long term care administrators whether they practiced in a free standing nursing home facility or within another type of health facility; and a third supported, in concert with the American Health Care Association, the American Association of Homes for the Aged, the American Association of Retired Persons, and the National Association for Home Care, a private/public sector partnership for financing long term care. Our position statements were disseminated to Congress, state licensure boards, and consumer groups with letters encouraging adoption and support of these principles by the various groups.

The second part of the external advocacy program involved immediate responses to negative stories in the media about long term care, our responses to these stories clarified issues and described the College's ongoing efforts to assure quality of care.

Following an extremely perjorative letter about nursing homes by actor Kirk Douglas published nationally in a 'Dear Abby' column, the College sent letters to the 400 largest national newspapers carrying the 'Dear Abby' column. As President I was interviewed by *USA Today* and was quoted on a front page feature article. Later, I was also interviewed by the *Washington Times* and my views on long term care were carried; and the *Washington Post* published a letter by Executive Vice President Kathleen Griffin on the College's leadership in assuring quality care to residents with Alzheimer's disease. Articles and

position papers which I had authored were published in numerous national publications. Clearly the College had become the national spokesperson for long term care.

The Expert Witness Program, the third component of the external advocacy program, allowed the College to provide much needed support to member administrators who found themselves the object of spurious administrative or judicial proceedings during this time of vindictive actions against long term care providers. In fact the College expert witnesses were able to assist in the defense of a number of administrators who were accused of negligence and wrongdoing relative to unfortunate but sometimes unavoidable incidents in their nursing facilities.

Input to and influence on long term care regulations was a fourth part of the external advocacy program. The College was asked to play a major part in the administrator's role delineation study by the National Association of boards of Examiners. Other organizations and agencies that requested input from the College on issues ranging from college curricula and accreditation to legislation and regulations included the Healthcare Financial Management Association, the Association of University Programs in Health Administration, the Joint Commission on Accreditation of Health Organizations, a coalition of health organizations that provided recommendations to Congress on a study of long term care by the Institute of Medicine, the Health Care Financing Administration, and California's Little Hoover Commission.

The final part of the external advocacy program involved an enhanced public relations program, with press releases provided to national media on a regular basis covering current and timely long term care issues. Advertisements in the health media were increased in frequency and quality. Pre-convocation publicity resulted in coverage in the Washington, D.C. press, and the highlight of the public relations program for 1986-87 was the first public session of the Washington convocation, featuring actress Helen Hayes as speaker and U.S. Presidential Press Secretary James Brady as a special Presidential Awardee. The significance of this event was that prior to her presentation at the convocation, Miss Hayes had been an outspoken critic of the long term care industry, but at this national meeting of administrators she was able to expand her perspective and before departure she endorsed the valuable work of the College. I felt that it was important for the College to attract nationally known figures for our convocation for two reasons: first, I felt that somehow our recognition by someone of celebrity status provided us with an additional level of credibility; and second, our profession was in desperate need of a lift to provide the gratification that comes from pride. As I left the podium and pushed Mr. Brady in his wheelchair, with Miss Hayes at my side, my own chest swelled with pride

for our membership as our members and public guests stood with a thunderous ovation for these two people who had aspired to such greatness. While I was well aware that the ovation was meant for Miss Hayes and Mr. Brady, for me the moment was for our membership and the sense of unified pride they felt.

It was important also to have these first ever national celebrities at the Silver Jubilee convocation in order to restore, to the extent possible, the positive self-image of College members after a year of consumer and legislative acrimony against the long term care industry. These celebrities also helped to make registration at this convocation one of the largest ever in College history. Elderly persons, consumer advocates, regulatory officials, and nursing home residents also attended this session in significant numbers and all were thrilled to spend several hours following the session getting autographs and chatting with the two celebrities.

## New Revenues for Support Programs

A new category of membership was established to allow vendors to enter into partnership with administrators and the College. As Sponsoring Affiliates, they received special recognition for their commitment to the support of quality long term care and the College. By the end of 1986-87 presidential year the College had 17 sponsoring affiliates.

A focused effort to enlist sponsorships for convocation programs and events was also undertaken, and all Board of Governors members were asked to find at least one program or event sponsor. This effort was eagerly endorsed by the Governors, who recognized that these revenues would help support the expanded programs and services of the College. Over \$100,000 in sponsorships was obtained, a new record for non-dues revenue generation as well as for program excellence.

## The Quintessential Source of Administrator Education

A major issue impacting administrators during 1986-87 was the new survey format involving a review of patient assessments. The College took the lead in developing and offering seminars on how to implement measures to comply with the new survey requirements and how to have a successful survey. This popular education program has been offered at various locations throughout the United States.

The Education Committee together with staff also reviewed all educational programs to delete obsolescent and irrelevant materials, and

developed a series of more timely and relevant offerings, thus reaffirming the College's preeminence in administrator education. The College was also to take the lead within the industry in developing and providing educational programs using new technologies, including plans for the first teleconferenced educational seminar which was offered the following year.

## A Strategic Long Range Plan

It was a time for strategic planning, with the industry undergoing rapid change and the College in need of a plan for its future. A Long Range Planning task force directed the effort to revise our mission statement and draw a strategic plan for the future. This included an extensive environmental scan as well as an audit of College programs, structure, and performance. Assumptions about the future were adopted and a vision of the future of the College was developed and articulated in the form of a revised mission statement and strategic three year plan.

This plan specified assumptions, objectives, and activities by year and designated the responsible office or instrumentality for implementation. The Board was enthusiastically involved in reviewing and modifying the plan and a consensus document was adopted in April, 1987. This document served as a guiding force and accountability mechanism for the College for the ensuing years.

It was also time to revise and update the governance structure of the College. Regions were modified in order to stimulate greater involvement of members in Canada, and ultimately the Canadian Region was dissolved and contiguous regions in the United States were expanded to embrace our Canadian colleagues, and serve them better.

Finally it was also time to update and establish clear guidelines for pre-election behavior by candidates for offices within the College in order to assure the probity of the election process. The College again rose to the challenge and these guidelines were adopted in due course.

## The Foundation Matures

It was an exciting time for the Foundation, with private support for projects at an all-time high and an outlook towards financial independence from the College by the end of 1986-87. This meant that the Foundation would be able to begin supporting its own full-time administrative staff person at the national office.

The Foundation party at the Silver Jubilee convocation featured the Drifters and the Turtles, two nationally recognized rock groups.

To strengthen the working relationship between the boards of both the Foundation and the College, an ad hoc committee was formed of directors of both boards and at a retreat meeting this committee adopted a modified structure which was then approved by both boards. By the very process of bringing directors of both boards together in retreat the ad hoc committee had an immediate beneficial effect on both boards. The modified structure then set the stage for continuing dialogue and discourse leading to a more collaborative relationship between the two organizations.

## An Automated Office

A new computer system for the national office had been discussed since the early eighties. In April, 1987 it finally became a reality with membership data on-line and functioning. The national office entered the age of automation and computer literacy.

Indeed, all presidential goals had been substantially accomplished, but so had much more that had not been set out as presidential goals. The College had revised its membership marketing strategies in keeping with the times. Personal visits were made by officers to corporate executives of the larger chains of nursing homes to market College membership to all of the chain administrators. Five of the ten larger chains were visited and three agreed to sponsor membership for all of their administrators. Unfortunately, at least two of these companies later reneged on their commitments. I consider this to be one of my major failures.

Another accomplishment was the recognition of the potential continuing contributions to the College and the profession by past presidents. All past presidents were invited to observe board meetings, receive board minutes to keep them informed, involve themselves in the long range planning process, and to receive personalized College business cards. All past presidents were also feted at a dinner at the Silver Jubilee convocation which I sponsored in the hope that I would establish a new tradition. At this dinner the past presidents were asked as a group to continue working with the College towards meeting the goals of future presidents. It was agreed that there would be an annual meeting at the convocation for this purpose, and the past presidents became a unified group in response to this request and for this recognition of their role in continuing contributions to their professional society.

College members were encouraged to take pride in their affiliation with their professional society with a new 18 carat gold pin designed for the College by a leading jeweller in the nation's capitol. This attractive gold pin has become a popular gift for College members to give to colleagues. In fact an entire line of gifts and jewelry was developed and marketed.

## The New Headquarters Building

The accomplishment that may have the greatest long-term impact on the College was not mentioned as a presidential goal, but it came to fruition during the 1986-87 year nonetheless: The New Headquarters Building.

As realty property values in the Washington, D.C. area have continued to escalate during the seventies and eighties, it was inevitable that the College begin to think and dream about its own building. Not just any building, but a building that symbolized the long term care leadership role of the College. For several years a building committee had been searching for a suitable building, but the limited financial resources of the College had been a barrier to the completion of this goal. Over a three year period reserves were set aside and contributions were gathered. The Building Committee was finally ready to complete its mission with enthusiasm.

It appeared that Old Town Alexandria was one of the fastest growing areas for associations in the capitol area, and the Committee found a developer planning an elegant three story Georgian style red brick building with adequate room for future growth of the College. A building fund raising campaign was begun, with a major kick-off at the Silver Jubilee convocation, the Board authorized the Executive Vice President to begin negotiations, and the rest is history. Only time will tell whether we acted wisely.

While I left the office with a sense of pride over what had been accomplished during my ten month tenure, I am not so foolish as to think of them as my achievements. Rather, they are the achievements of our College that we all love so deeply. None of this would have come to fruition were it not for the professionalism, work ethic, and dedication of our Executive Vice President, Kathleen Griffin and the entire College staff, departmentally led by Susan Allen, Ann Tourigny, and Lyle Ankrapp. My thanks to the Board, my committee chairpersons, the Foundation Board, and the many hundreds of volunteers at the chapter and regional levels. I would be remiss if I did not publicly thank Mardell Brandt who selflessly allowed me to begin working on my goals while still serving as President Elect. Finally, I will always be grateful to Jim Kneppeler of Proctor and Gamble, Jim McCall of Ross Laboratories, and Mike

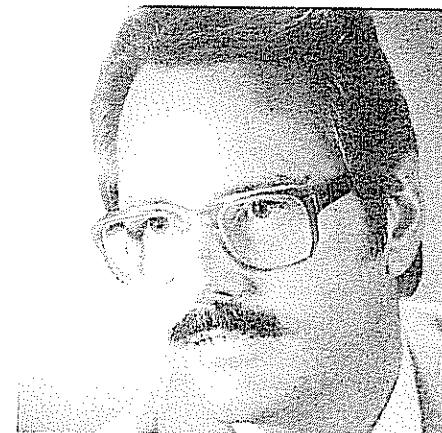


Reilly and Keven Rooney of Johnson and Johnson for their financial support and hard work in helping me create a partnership between our professional and industrial suppliers. Perhaps it was when Mardell Brandt, Dick Thorpe and I laid a wreath at the tomb of the unknown soldier during the interfaith service held at Arlington National Cemetery during our convocation -- perhaps it was the public session at the convocation; perhaps it was our national ad campaign stating that "We're telling the truth about nursing homes"; whatever the reason, I can only hope that somehow or in some way a neophyte member of our professional society became motivated during my year to become active in College affairs, to uphold its tenets, and perhaps one day to aspire to leadership in our profession.

## Presidential Year Review, 1987-88

By Richard L. Thorpe, CFACHCA

Upon reviewing the first volume of the History of the College, I made the not too surprising discovery of the fact that there is nothing new in the world, much less the College.



Specifically, in reviewing E. B. Baker's year (exactly 10 years prior to mine), I found that with few exceptions -- changing the dates -- much of the content was the same. I came to find out that the issues of 1988 were close reflections of those that were with us in 1978. What that says about the profession is perhaps more significant than what it says about our inability to resolve some of the major issues. It is comforting for me to realize that while disheartened about some of the issues, we did indeed make good progress toward our goals.

## New Office Building

Eclipsing all other advances in the College during my year was the fact that it was my pleasure to preside over the Board as it continued to wrestle with the purchase of our National Office Headquarters building. This unfolded with a rather dramatic sequence of events. The Board of Governors, having voted to purchase the building in the previous year (During Mark Finkelstein's presidency), had to reconsider and re-evaluate its wisdom. Dick Snook had recommended to the Board of Governors in August of 1987 to cancel our hold on building "E" of the complex because economic feasibility studies showed it too impractical and too much of an economic hardship on the College. Negotiations continued through the Fall with the involvement of Mr. Snook, Mark Finkelstein, and our CEO such that the developer structured a new proposal that significantly changed the risk and feasibility. At the Executive Committee meeting, held on 1/6/88, with the excellent presentation of the new conditions by those involved, a vote was taken to reverse the August 1987 position to rescind our purchase intent. That decision was then ratified by the full Board of Governors on 4/22/88 and we went forward with the purchase of the National Office Headquarters. Moving into the building in August of 1988

was indeed the culmination of considerable work on the part of many leaders of the College.

## OBRA Reform

Following a close second to the building during my year was the passage of the Omnibus Budget Reconciliation Act (OBRA) of 1987. A piece of legislation that still gives one heartburn and will be with us for many years to come. OBRA was enacted into law on 12/22/87 and is regarded as the most wide-sweeping nursing home legislation since the Medicare/Medicaid legislation of the mid sixties. With the provisions of this piece of legislation came considerable involvement by College staff and members in developing rules and regulations relative to specific OBRA provisions.

## ACHCA Strategic Plan

It was also my privilege to preside over the College during the first year of its Strategic Plan. This five year plan had been developed through arduous effort on the part of many leaders over the preceding two years but implementation of the first year came in 1987/88. It has served as the College barometer and the College conscience since and is revised annually to keep pace with our changing environment. The development of a strategic plan was one of the most significant accomplishments of the leadership in recent years and I was privileged to preside over the first year of its implementation.

## Foundation Restructured

Another significant event was the restructuring of the Foundation of the ACHCA that was to unfold over the next four years as we phased in the composition of the Board of Directors. The intent of this restructuring was to merge the philosophical base of the College and Foundation through incorporating certain members of the Executive Committee of the College onto the Board of Directors of the Foundation.

The Foundation also finished its work on two active projects, submitting reports to the funding organizations in compliance with the directives of the grants. The "Wandering Patient" Autonomy project and the "Physician Extender" project; both funded through grants from the Retirement Research Foundation were completed and the results published. The Foundation also conducted an intensive salary and benefit survey that they published in 1988 and made available to the membership, as-well-as conducting an "AIDS" conference with the National Institutes of Health in the fall of 1987 and Rehabilitation

conferences with industry allies in the spring of 1988.

## Canadian Region Revisited

With the restructuring of the Canadian Region and the incorporation of the membership in Canada into the respective chapters and regions below them in the United States, we resolved the concern of having a Region with fewer than 50 members that could not be adequately served. The resulting structure found an Ontario Chapter as members of Region 7, and the remainder of the Canadian members belonging to chapters directly south of their physical locations for easier access to chapter activities and involvement.

## Presidential Goals

When I reflect on my stated goals in an attempt to align them with accomplishments, I found much of which we can be proud:

My first presidential goal relating to developing the advocacy initiatives within the College and improving the public relations efforts made significant progress. A list of happenings in this area would have to include:

Developing position statements on:

Administrator Responsibility

Long-Term Care Nursing, and

Corporate Involvement

We also collected previously developed position papers and arranged them in booklet form for distribution to our members and our publics.

We participated in a nationally broadcast radio program (WMMJ) speaking of the image of nursing homes and both provider and consumer concerns. We appeared on a nationally televised program (CNN) to discuss the legislative and regulatory initiatives facing the industry and the financing alternatives with their attendant complexities in long-term care. We received printed media attention with articles in *USA TODAY*, *Washington Post*, *Contemporary Long-Term Care*, *Provider* and *Today's Nursing Home*, as well as several local articles and public service ads throughout the media.

We formally commented on the proposed conditions of participation

from HFCA and submitted formal written testimony related to the GAO report. We also wrote Senator Heinz, regarding his committee. Strides were made to propel the College into more visible arenas within long-term care. We received a heightened degree of respect and recognition by the various medias through these, and other initiatives.

## Improving Non-Dues Revenues

My second goal, having been given birth by the past president Mark Finkelstein, increased our financial flexibility through non-dues revenue. Of particular significance was the Convocation in Cincinnati where sponsorships allowed us to present the membership with a quality program that would not have been possible without the significant support received from our sponsors. Much of this was the result of Past-President Jim Farley's efforts and the relationship that was developed with the city of Cincinnati and one of our prime sponsors, Procter and Gamble. The relationship developed between sponsors, sponsoring affiliates, and exhibitors allowed us to increase member services and products without an attendant dues increase or registration jump. Another issue of significant impact on the College's programmatic credibility was the complete re-validating, and re-calibrating of the certification program further providing its psychometric validity and credibility. This was made possible by a grant from the Procter and Gamble Corporation, re-affirming our resolve to the certification process, and its value in our administrator's environment.

The audio self-studies, as a medium of educational delivery, came of age and many of our members accessed this form of continuing education.

## Synergistic Relationships

My third goal, that of developing synergistic relationships with our allied organizations and groups, made progress increasing the visibility of the College in a number of ways.

We achieved recognition as being a major provider of continuing education for nurses. This improved our market potential of accessing nurses and providing continuing education for them.

We co-sponsored an educational program with AHCA in the spring of 1988 on "Private Sector Financing" of long-term care. This was the precursor of the debate that still rages. We invited organizations to advance the knowledge and delivery system alternatives for the 21st century. I was privileged to present the Presidential Award to AARP as an organization, and

specifically to Mr. Cy Brickfield their Executive Director.

## Multi-Facility Chains

Goal number 4, related to advances in working relationships with multi-facility chains. I met personally with the Chairmen of Beverly Enterprises, Hillhaven, Summit and Horizon Health Care Corporations. These meetings explored ways that the College and multi-facility chains could work closer together to advance the profession and subsequently the quality of care in their facilities. The certification program was a major factor in working with them to develop training programs that met their educational and training needs.

## Community Involvement

Goal number 5 on community involvement and working with families is one of great satisfaction for me. I had long believed that the community in general, and the families of the residents in particular, could either be our strongest allies, or our most vocal detractors. I also felt that the only way that the general public would and could revise their perceptions related to the nursing home environment would only come about if they entered our facilities. It was my intention to introduce a "How To" book for our members giving them specific examples and case studies on how to accomplish this in their communities. The release of the "Visit a Nursing Home-- A guide to community involvement" was one of the most rewarding accomplishments of the College during my year as its president. It has now gone into its second printing with a third planned (thanks to a grant from the Procter and Gamble Corporation), and is used widely throughout the nation.

## Strengthening Membership

My 6th goal dealt with strengthening membership identity and their sense of attachment to the College. We had several advances. Perhaps of most import, and certainly most visible, was the release of the new "Member Resource Manual". When I joined the College in 1971, I received a three ring binder with my acceptance letter. I remember how attached that made me feel to the College and how it served as a collecting point for my College related material and documents. At some point we dropped that as a member product service and it was my intention to re-instate it. Its release at the end of my presidential year brought that goal to fruition. It has now gone through several revisions and serves as the member "Resource Manual" throughout the College.

Some other advances in this member identity area were the birth of the

"Young Administrators Award" and its presentation for the first time in Cincinnati.

## Increased Recognition

We were successful in obtaining recognition from the National Association of Boards of Examiners of Nursing Home Administrators for the certification program as a reciprocal tool. We continue to add more states to the list of reciprocal states and towards this end, we have made significant progress in advancing the certification process.

This was also the year that we effected the restructuring of the chapter of the year award into what is now known as the Chapter Excellence award. This provided a forum for recognition for all chapters who met the guidelines.

And finally, in the area of member recognition and identity, we passed Board policy establishing student member dues at \$25 per year and a bridge rate for first year licensees at \$100. This facilitated the transition for entry level administrators to become a vital part of their professional society and gave us inroads into the future of our profession through those who will govern it in the future.

## On Reflection

Finishing off the year was my most gratifying and most satisfying experience; that of being able to present Mardell Brandt, a dear friend and colleague of mine, the Distinguished Administrator Award for her exemplary accomplishments in the College. This was of singular importance to me because it brought me full circle in my professional voluntary role in the College. Mardell Brandt was the one who sponsored me and got me interested in service to the profession through service to the College in the early 1970's. To be able to present her with this award was a closure of that circle such as I could not have planned and carried out any better had I tried to do so. Thus it was that my service as a president of the American College of Health Care Administrators came to a close. It is my fervent hope that good came of it, and that perhaps the profession and the College is a little better off for my small part in it's activities.

## Presidential Year Review, 1988-89

By James L. Farley, CFACHCA



The official beginning of the 1988-89 presidential year was on April 26, 1988 in my hometown of Cincinnati, Ohio with the installation banquet at the national Convocation. Having been elected President-Elect at the previous Convocation in Washington, D.C., it was my privilege, pleasure and honor to be installed in my own hometown, the first time a president of the College had been so fortunate. Others before me had either been elected or had presided in their hometowns, but none had ever been installed where they resided.

It was a proud moment and an exciting time to have so many family members, co-workers, and close friends in attendance while being installed as the national President of my professional organization. In addition, the Ohio Chapter of the College, having recently become the nation's largest chapter was the host chapter and Region VII, now the largest region, was also the host region.

Also, being the first national President from the Ohio Chapter or from Region VII, which consists of the states of Michigan, Indiana, Ontario, Kentucky, and Ohio, there was special significance and many individuals had a sense of pride on this occasion.

## Executive Vice President Resigns

During the months just prior to the April, 1988 Convocation, other events had a major impact on my year as President. In January Dr. Kathleen Griffin, our Executive Vice President, resigned to accept a top level position in Nashville, Tennessee. Her resignation was to become effective as of the end of the Convocation in Cincinnati, and was a great surprise to many of us in the leadership of the College, not only because her's was a key position in the College, but also because the Board of Governors was getting close to approving the purchase of a new office building in Alexandria, VA.

The decision to purchase a headquarters building had been made during the administration of Mark Finkelstein (1986-87) and during the intervening period the Building Committee, ably chaired by Dick Snook, had reviewed many site locations and financial arrangements. During the January Executive Committee meeting, under the direction of President Richard Thorpe (1987-88), it had been decided that Building "E" at 325 South Patrick Street, Alexandria would be recommended to the Board of Governors. This recommendation was ratified by the Governors during our meeting at the Cincinnati Convocation, on April 22, 1988, and documents were signed for the purchase of this building. This was a major financial commitment, particularly in view of the impending vacancy in the office of the Executive Vice President.

### New Executive Vice President Selected

Ultimately the Board of Governors selected Richard Thorpe as the successor to Dr. Kathleen Griffin, thereby providing a smooth transition of incumbents in the offices of Executive Vice President as well as in the elective office of President which was passing from Dick Thorpe to me. Kathleen and Dick had worked very closely together during the previous year, and Dick had been most liberal in his delegations to me so that continuity would be maintained during a most critical time in our history. In retrospect the College was fortunate indeed to have a practicing, professional long term care administrator to take over the reins of the College, our professional society, at such a critical time in our history.

### Cincinnati Convocation Breaks All Records

The 1988 Convocation in Cincinnati broke all previous records with total registrations and 169 exhibit booths sold, and an unheard of surplus of \$264,000 for the College and Foundation. This success was indeed one of my greatest moments as I had worked so very long and hard on this event, beginning with the presentation to the Board in August, 1983 and continuing to the culmination of the event in 1988. I had become the "walking and talking" Chamber of Commerce for the City of Cincinnati, and after things began to fall into place, many members of the Ohio Chapter and of Region VII became heavily involved. The final success of the Convocation was the result of enormous enthusiasm and wide based effort, and I was fortunate as Convocation Chairman to have people like Rich Fratianne, John Moore, Maggie Roberts, Keith Knapp, Jim Knepler, Betsy Crandall, Dr. Carol Harten, Marjoria Mueller, Dan Suer, Phil McConnell, Betty Carlson, Bob Dreyer, Phyllis DeYonker, Paul Wright, Dan Carr, and many others so deeply involved. To set such records made what was already a fun time even more enjoyable. The support of the

Cincinnati-based Proctor & Gamble Company was most valuable in the success of the Cincinnati Convocation.

### Presidential Goals

The following presidential goals were announced as my 14 point program for the year, with brief notes as to what was accomplished:

1. Management orientation and training workshops for incoming ACHCA leadership to ensure knowledge and skill level. Fourteen workshops were conducted for chapters throughout the United States which enabled those chapters to more effectively handle their respective responsibilities as chapter or regional officers or committee chairpersons.

2. Increase the number of student members by chapter involvement with university health administration programs and administrator-in-training (A.I.T.) programs. 151 new students became members during the year and a full-fledged student program was established which included Bylaws and Guidelines for student organizations as well as a decreased student dues structure with a 'bridge rate' to their first year of employment.

3. Increase the number of ACHCA Fellows by advancement and create more recognition for fellows, the College's highest level of achievement. More members advanced to fellow during the 1988-89 year than in any previous year, almost doubling the previous years fellowship advancement. Additionally, a fellowship luncheon was initiated for the Annual Convocation.

4. Encourage multifacility corporate officers to consider membership in and professional certification by ACHCA of all administrators employed. Numerous chain organizations were contacted and membership increased to a record high. The minutes of the January 14, 1989 Board of Governors meeting indicated that the College was "at an all-time high in total membership. For the first six months, 86 new associate members had joined the College, a 21% increase from the previous year." Much groundwork was laid with numerous multifacility organizations to consider certification of their administrators.

5. Continue the ACHCA role in advocacy and expand on the visibility of the ACHCA in order to improve the image of the professional administrator. Like many of those who preceded me, I published articles in *Contemporary Long Term Care* and in *Provider Magazine*. Executive Vice President Thorpe appeared on national CNN television and national radio shows. The College received coverage in *Long Term Care Management*, *Today's Nursing Home* and *Health Week*.

6. Identify and facilitate the development of future leaders by initiating the first annual Young Leadership Conference. The first ever Young Leadership Conference was held for up and coming chapter officers and committee

chairpersons in order to stimulate more enthusiasm, interest and knowledge of the College.

7. Promote cooperative interrelationships between ACHCA and related health organizations for the mutual benefit of the long term care industry. Executive Vice President Thorpe and I attended numerous of their annual meetings.

8. Maximize chapter educational opportunities. The Education Committee, under the leadership of Art Swenson, continued the initiative leading to the first Audio Teleconferencing program for the College.

9. Pursue licensing reciprocity for administrators certified by ACHCA. Five more states were added to the list accepting certification for reciprocity, including California, Florida, Illinois, Louisiana and Maryland.

10. Maximize a harmonious relationship between the Board of Governors of the College and the restructured Foundation Board of Directors for our mutual benefit. The restructuring of the Foundation was authored by the Long Range Planning Committee to be phased in over a four year period by incorporating certain members of the College's Executive Committee into the Foundation Board. This sensitive issue was handled in excellent fashion by Sally Craven, Foundation President, who continued the improving spirit of cooperation between the respective governing bodies.

11. Provide the financial support systems necessary for the successful purchase of the national office building. Under Chairperson Dick Snook, the Building Fundraising Committee continued to raise funds throughout the year, and the Foundation committed to a sum of \$150,000 over a three year period to assist in retiring the down payment and second mortgage.

12. Continue the development of non-dues revenues programs. Vendors and corporate sponsors were aggressively solicited in efforts to increase non-dues income. Many companies, such as Proctor & Gamble, and Ross Laboratories provided funding for convocation event sponsorships, sponsoring affiliates, and building fundraising.

13. Encourage a team approach with the Governors, Committees and staff in order to be fully responsive to the membership and member needs.

14. Continue programs to involve the community in visiting nursing home programs. A brochure was developed and marketing efforts were generated in order to demonstrate the quality care and quality of life for nursing home residents provided by ACHCA members. This was a continuation and extension of the visiting nursing homes program initiated the previous year by Past-President Thorpe.

## Transition and Progress

The enthusiasm created by the success of the Cincinnati Convocation,

together with the acquisition of the College's first ever national headquarters offices, created a wave of momentum that carried us through the first few months of the College year. The "honeymoon" continued through the actual move of offices and equipment, supplies and staff, from Bethesda to the beautiful new location in Alexandria, Virginia, in early August, 1988.

Our move the new headquarters was celebrated with a ribbon-cutting ceremony on August 30. Having the privilege of presiding over this historic celebration made me so proud of the College and for all of the members who had worked so hard and so long for this moment. Many other organizations honored us with their attendance, including the American Health Care Association (Dr. Paul Willging), the American Association of Homes for the Aging (Dr. Stuart Goldberg), and others. The Fall, 1988 issue of the *Journal of Long Term Care Administration* showcased our ribbon-cutting ceremonies on its front cover.

Fund raising for the payment of the second mortgage on the new property continued along a slow, yet consistent pace. But there was a high one-time expense for moving the staff, equipment, and supplies, and a higher than expected computer relocation expense, along with new phone systems and other expense related to moving. In addition, interest costs, depreciation expense and the increase in monthly payments from \$6,933.33 in rent to \$14,743.23 in mortgage payments had a heavy impact on the monthly operating statements.

It is a great credit to the organized leadership of Executive Vice President Richard Thorpe and the national office staff that under these difficult circumstances numerous programs and goals of the College were being achieved and exceeded successfully. It is also a great credit to the Board of Governors, the Foundation Board of Directors and the national committees that teamwork prevailed in providing services and programs under my ambitious 14 point goals and objectives.

## Achievements and Difficulties

A much needed but dreaded dues increase was being discussed by the Executive Committee (as the Finance Committee of the College), and by the Board of Governors, to be presented to the general membership at the Hawaii Convocation.

The Long Range Planning Committee, very capably chaired by Past President Bob Siebel, had completed a lengthy and thorough study with recommendations for an overall governance restructuring to reduce our eleven

regions, eliminating the governor-at-large offices and combining or eliminating several committees. Resistance and opposition to these changes began to surface in many chapters and regions, particularly where chapter realignment outside their previous regions, was being proposed.

On the other hand, many of my goals were acted upon with a high degree of success, including the student membership program, the advancement to fellows program, and the general increase of College membership program. The student membership program was initiated with guidelines and by-laws for student organizations and at reduced dues levels. A second year "bridge rate" was incorporated which was designed to encourage continued membership in the College, and we believe that continued emphasis on this program will ultimately harvest many rewards for the College as well as for the profession. One hundred and fifty one (151) new student members were enrolled in 1988-89.

### Fellowship Advancement

In addition, more members advanced to fellowship in 1988-89 than in any other year nearly doubling the previous year's fellowship advancement. Fellowship is the highest level of achievement for members of the College, and reflects the recognition of one's peers in the field of long term care administration.

General membership also increased during my presidential year. Executive Vice President Dick Thorpe reported at the Board of Governors meeting at Long Boat Key, Florida January 14, 1989 that the College was at an all-time high in total membership. During the first six months of that year 86 new associate members had joined, a 21 per cent increase from the previous year. Floyd Rhoades, as our national Membership Committee Chairperson, gave excellent and enthusiastic leadership in achieving these goals.

The signing of the College's first ever management agreement occurred in January, 1989. The American Medical Directors Association (AMDA), the associated medical directors in long term care, selected the College with which to enter into an agreement for the management of their association activities. This close affiliation with the medical directors will be mutually advantageous for both professional societies as we move forward in the long term care industry.

Other achievements included the work of the Education Committee, under the leadership of Art Swenson, in laying the groundwork for the first audio-teleconference program, designed to improve our communication of

current information to our members throughout the country in this electronic information age. By year's end the first two audio-teleconferences were planned by the Committee and the College staff. The Education Committee also worked closely with the National Association of Boards of Examiners (NAB) to simplify procedures for educational credits as required by state licensure boards.

Dr. Gordon Brown, Advancement and Certification Chairperson, and Dr. Ann Tourigny, Director of Professional Activities, provided the leadership in obtaining licensure reciprocity for those members and fellows professionally certified by the College, adding five more states (California, Florida, Illinois, Louisiana and Maryland) to the list of states accepting our professional certification program as a basis for license reciprocity.

### Restructured Foundation Board

Foundation President Sally Craven, and the Long Range Planning Committee provided the needed impetus for restructuring the Foundation Board of Directors. The restructuring plan was authored by the Long Range Planning Committee, to be phased in over a four year period by incorporating certain members of the College Executive Committee into the Foundation Board of Directors, and out of a potentially volatile situation there developed an improved spirit of cooperation between the two governing bodies.

### Building Fundraising

The acquisition of the national office building presented a critical challenge to the Building Fund Raising Committee under Chairman Dick Snook, but this committee rose to that challenge and continued to raise monies throughout the year. In addition, the Foundation committed \$150,000 over a three year period to assist in retiring the down payment and second mortgage deficits. The total cost of the building was \$2.2 million, with a first mortgage of \$1.68 million, payable to the Crestar Bank. The decision to purchase the building two years previously was predicated on the replacement of our rent payments with a mortgage payment, with funds being raised to liquidate the down payment and second mortgage balance.

It became apparent that raising money for a brick and mortar structure was more difficult than for other more professional causes, and that it would take longer to accomplish than envisioned originally. Although it could be accomplished, it would require patience and perseverance over a four to five year period, with both members and vendors participating. Gaining acceptance of this plan by the Governors and by the membership was not only difficult but

also time consuming. During the first year, the building appreciated in value in the heated District of Columbia real estate market, confirming the sound judgement involved in the decision to purchase. Although financial pressures were developing that would not have occurred in a lease situation, I was pleased that measures were taken during that year to assure the financial stability of the College then and in the future.

## Hawaii Convocation

The untimely resignation of the Convocation Manager, Susan Dunbar, just five weeks prior to the 1989 Convocation left us with a most unusual circumstance. Yet with Dick Thorpe's staff and in particular Sylvia Phillips, Lyle Ankrupp and Dr. Ann Tourigny the gaps were filled and convocation events went smoothly. Weather was predictably great, the location one of the world's most enchanting, and the result was a \$57,630 surplus from the Convocation for the College.

## Expert Witness Program

The concept and idea of an Expert Witness program was initiated during the year with the leadership of Bob Siebel, Dr. Tourigny and President-Elect Ken Ogren. The Governors were unanimous in their decision to budget the program at an estimated cost of \$6,800, to fulfill the need for expert witness input at trials and litigations involving practicing professional administrators. With the increasing regulations of the long term care industry and all of the participating professions, making this one of the most regimented industries in our entire economy, it was felt that the expert witness was both necessary and useful.

## Reflections and Kudos

In summary, the 1988-89 College year can be described as an eventful year in our approximately 25 year history. The year began with one of the most successful convocations ever. It also began with Richard L. Thorpe taking over as Chief Executive Officer, replacing Dr. Kathleen Griffin. And within a few months, the College passed another historical milestone with the purchase of its new office building in Alexandria, Virginia, and moving into that new headquarters in August, 1988.

As I proudly stated at the ribbon cutting ceremonies, "Our new office building appropriately reflects the image of our profession. Following on this event was the signing of the College's first ever management agreement and

close affiliation with the American Medical Directors Association (AMDA), an association that would be mutually advantageous to both organizations as we move ahead in the field of gerontology.

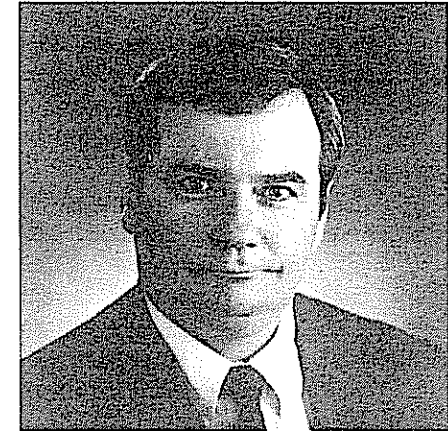
Would the student membership programs be the most significant over future years? Would the groundwork for the first audio teleconferencing programs be a breakthrough in educational technology? Would the expert witness program prove to be a legal breakthrough for our professional administrators when involved with the legal system? Certainly the College had gained recognition, visibility, and credibility on many fronts as the professional society for practicing administrators. Although I realize much more needs to be done, I concluded an exhausting year feeling good about the College, thankful to the membership for giving me this honor and opportunity, and thankful to so many people who helped make my year as President productive, memorable, enjoyable, and rewarding.



## The Year of Governance Change, 1989-90

By Kenneth M. Ogren, CFACHCA

As I accepted the gavel of the presidency from out-going President James L. Farley at the Hilton Hawaiian Village in Honolulu, Hawaii in April, 1989, I felt profoundly honored and proud to be a leader in the College.



The presidency of the College is not a one year affair, however. I had been prepared for this moment through my previous service and in "going through the chairs" of the College. At the same time, I and the College leadership were heirs to several developments that had occurred during the last year -- the resignation of our Executive Vice President Dr. Kathleen Griffin and the appointment of her successor, Richard L. Thorpe, along with the acquisition of the new national office building and the move of staff to that new location.

My presidential goals for 1989-90 had been formulated, submitted and reviewed by the Executive Committee and the Board of Governors, and ratified by them. Only my national committee appointments remained to be confirmed at my first meeting with the Board. My goals reflected not only my own desires and aspirations, but were a synthesis of input from College strategic planning, from members of the Board and Executive Committee, and from environmental influences to which we as leaders were responding.

### Presidential Goals for 1989-90

1. Continue to develop and promote student and AIT categories of membership, and establish student organizations in all university long term health care programs.

2. Increase our advancements to fellowship by providing recognition programs at chapter levels and at our national convocations.

3. Expand multi-facility memberships by enhancing our training and certification programs for employer groups.

4. Advance our advocacy program to increase our visibility as national spokesperson for the administrator on legislative, regulatory, and industry-

related issues.

5. Continue an aggressive marketing program to promote the purposes of the College and increase visibility and credibility within the industry and profession.

6. Broaden our leadership base by identifying and training potential leaders.

7. Promote licensure reciprocity for certified administrators and disseminate the various methods states can use to recognize certification.

8. Continue an aggressive fund raising campaign to assure that we meet our obligations for our national headquarters building.

9. Continue to develop non-dues revenue sources both from sponsoring affiliates as well as from program sponsorships.

10. Continue our "Visit a Nursing Home" campaign to demonstrate the quality of care provided by ACHCA members throughout the nation.

11. Expand membership involvement at all levels of the College, thus promoting enthusiasm and leadership development.

12. Review and update our educational programming with special attention to innovative formats and timely information to our members.

13. Improve working relationships between the College and other professional membership societies who share a common interest in LTC administration.

14. Strengthen the sponsoring affiliates program and expand the mutual values gained from affiliation.

15. Accelerate development of the Expert Witness program.

Except for minor revisions these goals had been approved prior to my first meeting with the Board of Governors as College President, which took place on April 5 in Honolulu. The first meeting of the Executive Committee following the convocation was held at the Holiday Inn 1776 in Williamsburg, VA. At this meeting I asked each member of the Executive Committee to assist me in carrying out my goals for the year, and made assignments to the members of the Executive Committee according to their areas of interest. At this same meeting Richard Thorpe, Executive Vice President expanded on the Expert Witness Program, citing them as repositories for information and assistance to members involved in sensitive legal matters.

## 1989-90 Committee Appointments

Committee charges had already been developed and included in the packets of the Governors at the April 5 meeting, and I therefore announced the following committee appointments:

*Advancement Committee* -- Jay E. Laff, CFACHCA (elected).

*Advocacy Committee* -- Richard A. Fratianna, CFACHCA (chair).

*Awards, Community Relations, and Scholarships Committee* -- Davie A. Alleman, CFACHCA.

*Building Committee* -- Larry I. Slatky, CFACHCA (chair); Richard C. Snook, CFACHCA; W. Phillip McConnell, CFACHCA; Robert W. Schlicht, CFACHCA; Karen A. Struve, CFACHCA; M. Robert Dreyer, FACHCA; and James P. McKerley, FACHCA.

*ByLaws Committee* -- Jack D. Billingsley, CFACHCA.

*Convocation Committee* -- Margaret Roberts, CFACHCA (chair); Larry I. Slatky, CFACHCA (sponsorships); Daniel J. Suer (exhibits); Barbara A. Kitanik, CFACHCA (education); and C. William Dillane (local advisory).

*Education Committee* -- Alan I. Chopp, CFACHCA; and Carolyn E. Smith, RN, CFACHCA.

*Ethics and Standards Committee* -- Barbara Farone.

*Long Range Planning Committee* -- James L. Farley, CFACHCA; and Raymond F. Rustige, CFACHCA.

*Membership Committee* -- Patricia A. Iannetta, CFACHCA.

*Professional Certification Committee* -- Gordon D. Brown, Ph.D. (chair, continuing 1988-91); Martha E. Meng; and Jay E. Laff, CFACHCA (elected).

These committee appointments were approved unanimously by the Board of Governors. I also urged each Regional Governor to encourage chapter appointments of Foundation Chairpersons who would promote and strengthen the Foundation at the chapter level.

## The 1989-90 Budget

Richard Hanauer, Treasurer, gave a detailed report regarding the proposed 1989-90 budget, which had been approved by the outgoing Board of Governors at its March 30 meeting, following the recommendation of the Executive Committee. The budget was unanimously approved by the Board on the Treasurer's motion, which did not require a second (having been previously approved by the Executive Committee acting as the Finance Committee).

At the April 5 meeting in Honolulu Mr. Hanauer gave a financial report for the first six months of FY 1988-89 which ended December 31, 1988. At the June 3-4 meeting of the Executive Committee meeting he reported that the year-to-date operating results indicated a 10 month loss of \$196,469, resulting from the lower than budgeted convocation income with higher than budgeted expenses -- both associated with the convocation site in Hawaii, where the number of

exhibitors were lower and expenses higher. Preliminary figures showed convocation income at \$77,000 (likely to be reduced when all expenses are accounted for), and Foundation convocation income at \$44,673.

Preliminary figures on the building fund also were of concern. The fund status was reported as follows:

Beginning Balance 7/1/88	\$112,579.00
Contributions through 4/30/89	33,240.00
Foundation installment	50,000.00
Interest earned	2,481.00
Total Receipts	\$85,721.00
Total Available Now	\$198,300.00
Disbursements during period	\$193,838.00
Balance on 4/30/89	\$4,462.00
Outstanding pledges	\$80,125.00
Remaining Commitment	
from Foundation	\$100,000.00
Total Commitments and on hand	\$184,587.00

There was considerable discussion of a proposal to change the fiscal year end to bring the convocation revenues and expenses into the fiscal picture at an earlier point in the fiscal year of the College. Beginning the fiscal year just before the convocation would bring these results in the financial report earlier and allow operational adjustments to be made in the light of the convocation results. However, this proposal was deferred for further study as it would require a By-Laws amendment. Mr. Hanauer and Mr. Lyle Ankrapp spoke to the need to begin the budget cycle at an earlier date in order to provide a more realistic and accurate budget on which the College could operate. The following budget cycle was recommended:

November	Staff begins preparation of budget estimates for the ensuing fiscal year.
December	Executive Committee receives the "preliminary budget" with review and feedback. Staff reviews and modifies in light of XC feedback.
January	Executive Committee reviews and discusses draft. Further guidance given to XVP and Treasurer.
February (late)	President-Elect and Treasurer meet with staff to review 7 months data and "estimated actual" report. Draft changes developed and nailed down.
March (early)	Proposed budget completed and submitted to Board of Governors for review and comment.

March (late)	Final budget drafted including any further modifications, phone polling conducted, sent to Board of Governors.
April	Review and approval of final budget by outgoing Board of Governors; summary provided to membership at first general session; review and ratification by incoming Board at its first meeting.

The Executive Committee concurred with the recommendations of the Director of Administrative Services and the Treasurer, and approved the revised budget cycle as a means to achieve a more responsible and accurate forecast of budget needs and actualities.

Mr. Hanauer also referred to a letter from former President Hoyt Crider who had written to the Treasurer expressing concern that no budget summary had been available to the membership at the Honolulu convocation when a dues increase had been requested of the membership., contrary to long-standing policy. The Treasurer agreed that not having such budget documents available at the first general business session of the 1989 convocation was regrettable and that hereafter such documents would be available at the beginning of each convocation.

At the August 26 Executive Committee meeting in Alexandria, VA Mr. Hanauer brought to the attention of the Committee some modifications to the budget, brought on in part by the fact that the budgeting process begins early in the year, before convocation revenue and expenses results are available, making it difficult to accurately predict budget results later in the ensuing year. After thoroughly reviewing the proposed budget modifications, the Executive Committee adopted them, bring the proposed budget deficit to \$54,000.

There was a general discussion of the loan for the new national headquarters building, which probably should be refinanced in a couple of years. But in order for a lender to look with favor on a refinancing proposal, the Treasurer strongly recommended that no budget during the ensuing periods, including the 1989-90 budget, reflect deficit spending. Keeping this caveat in mind, the Executive Committee carefully reviewed the situation and rescinded the previous \$54,000 grant to the Foundation.

The Executive Committee actions were ratified by the Board of Governors at its August 27-28 meeting in Alexandria, VA. At this meeting Mr. Hanauer also presented unaudited financial statements for FY 1988-89. These reflected new items not in previous statements, such as the \$110,000 annual depreciation costs for the new building, moving expenses to relocate into the

new building, and new building ownership costs such as interest payments and related costs. The change from renting to ownership was seen as advantageous due to the gains in equity from ownership, but also more expensive than had been our previous experience with rented quarters.

At the Executive Committee meeting of December 2, the following recommendations of the LRPC were submitted and approved:

"Establish adequate contingency funds to be held for emergencies, equal to the approximate annual operating expenditures for one-half year.

a. Provide for a net operating surplus in the budget each year, amounting to a minimum of five per cent of total operating expenses in 1990-91 with increments of one per cent each year thereafter, until such time as there is an operating reserve equal to one half of the annual operating expenses (years 2-5).

b. Maintain the Operating Reserve with designated fund transfers into it at the end of each fiscal year equal to the lesser of

(1) the audited operating surplus for the fiscal year then ended,

(2) five per cent of total audited operating expenses for 1990- with increments of one per cent each year thereafter to a minimum of fifteen per cent, or

(3) the difference, if positive, determined by subtracting the Operating Reserve balance at the beginning of each fiscal year from one half of the total audited operating expenses for the fiscal year (years 2-5).

These proposed revisions to the Strategic Plan were to be submitted to the Board of Governors at its meeting in February, 1990. Executive Vice President Thorpe announced plans to join with the former Governor of Region I, Charles Shelton, in attending the meeting of the Canadian College of Health Services Executives (CCHSE), at the invitation of CCHSE board member Aldor LeBlanc, and that he sees this as an opportunity to promote the forthcoming Toronto convocation.

## Office Automation Update

Mr. Lyle Ankrapp, Director of Administrative Services, spoke to the Executive Committee at the June 3-4 meeting concerning the in-house computer system and copying equipment. In January, 1989 the Board of Governors approved hiring a consultant to study the effectiveness of the existing computer system. His report reflected inadequacies in the efficiency, power and

effectiveness in the system, and that it is not capable of performing all of the functions originally proposed. He recommended that the system be phased out and replaced.

Subsequent to his findings Orange Systems has offered to install a 190 megabyte hard disk (at an estimated \$9,800 value) and R-Word word processing system software in exchange for our unused order entry/inventory and uninstalled employment service database. They also offered to place one of their programmer/technicians in our offices for one week at a reduced rate of \$40 per hour to make program changes, fixes, and training. If these changes were approved the terms of their original contract would be deemed approved and approximately \$14,000 in holdback funds under their contract would be due to them. We would thus be spending another \$16,000 on the current system. After discussion the proposal was approved by the Executive Committee.

## Expert Witness Program

Goal Number 15 in my program for this year was to accelerate the development of the expert witness program. By the Board of Governors meeting in Alexandria in August, I was ready to propose a task force which would undertake the immediate development of this program, with a first meeting in October. At that time we would have a clear definition of the role and charge for this task force. I proposed the following members of the task force:

Robert V. Siebel, CFACHCA, Chair

John R. Moore, CFACHCA

Eileen C. Jenkins, FACHCA

Douglas Andrews, Executive Secretary of the Ohio Board of Examiners

Clifford Stromberg, Esq., Legal Consultant

Richard C. Snook, CFACHCA

Ann Tourigny, Ph.D., Staff Liaison

At the December 2 Executive Committee meeting I reported that the Expert Witness Task Force had met at the national offices in October and had developed the guidelines for the Expert Witness Program. The ultimate goal of this program is a referral service for the health care professional in need of support and defense against regulatory or legal action. Initially the referral list was intended for Certified Fellows, but later extended to Fellows, the program was intended to be launched by the Fall of 1990. "Expert Witness I" was scheduled for October, 1990 in both east and west locations, and "Expert Witness II" to be offered in Alexandria in December or January.

## Long Range Planning

Although there was no specific emphasis on long range planning in my fifteen goals for this year, I did appoint two new members to the LRP Committee -- James L. Farley, CFACHCA, Immediate Past President; and Raymond F. Rustige, CFACHCA. Furthermore, as a part of its previous charge this committee had been working on some far reaching changes in the governance of the College.

The LRP Committee met just prior to the August Executive Committee meeting and had pulled together most of its proposed governance structure revisions in the form of a series of By Laws changes. Chairman Robert Siebel outlined the proposed ByLaws changes to the Executive Committee, which agreed that the proposals should be referred to the Board of Governors for review and, if approved, then to the By Laws Committee. At the Board of Governors meeting next day, Siebel outlined the historical perspective which had guided the LRPC.

1. The LRPC at its November 1988 meeting had made specific recommendations concerning governance changes based on its in depth study of other membership organizations, in response to specific charges given to it in the Strategic Plan.

2. At its January 1989 meeting the Board of Governors endorsed the proposed recommendations of the LRPC and instructed the latter to bring them to the attention of the members at the regional and chapter levels.

3. The ByLaws Committee met following the Board of Governors meeting in January, and drafted proposed ByLaws revisions which were mailed to the ACHCA membership prior to the 1989 convocation in Hawaii.

4. Based on the far reaching nature of the changes proposed, and the comparatively short period of time the membership would have for review and consideration of these changes, the Board of Governors at its March 30 meeting in Hawaii voted to withdraw the proposed changes and prepare them for presentation at the Toronto convocation.

5. To elicit greater membership input, a questionnaire was printed in the July 1989 LTC Administrator regarding the proposed ByLaws amendments. After carefully reviewing the responses, the LRPC met on August 25-26 and recommended revised ByLaws changes, which were reviewed by the Executive Committee on August 26 and referred to the Board of Governors for consideration on August 27.

The Board reviewed the proposals and agreed to forward the following to the ByLaws Committee (Mr. Siebel's comments in parentheses):

1. Eliminate the Governors-At-Large positions, reducing the size of the Executive Committee from 7 to 5 members. (These positions have been under utilized for many years; direct reporting by Regional Governors to the President would be more effective.)

2. Reduce the number of Regions from 11 to 8. (Many ACHCA members commented that reducing the number of regions from 11 to 6 under the LRPC's original proposal would be too disruptive; the LRPC believes this revised proposal achieves a balance while allowing most of the traditional and successful regional alliances of chapters to remain intact.)

3. Conduct elections for regional offices by mail ballot. (To attract greater member participation and a wider range of candidates, this proposal was adopted by the LRPC and favored by 75 per cent of the respondents to the L.T.C.A. questionnaire.)

4. Establish regional nominating committees. (These committees would recruit candidates for regional offices and help insure fairness in the balloting.)

5. Eliminate the Awards, Community Relations, and Scholarships Committee. (Transfer the Scholarship to the ACHCA Foundation, and the national awards functions to the Membership Committee, which would increase in size from 3 to 6.)

In response to the membership survey the LRPC voted to retain the title of Governor (rather than the proposed "Regent") and Nominating Committee (rather than Credentialing Committee), and the national Nominating Committee would consist of the 8 chairs of the Regional Nominating Committees, under the chair of the Immediate Past President. These and other recommendations of the LRPC were endorsed by the Board of Governors on the motion of Secretary Miner Brown.

## Concluding My Year

In my written President's Report in Toronto I welcomed the membership to Toronto, outlined the excellent educational programs planned for the convocation, and referred to the exciting social events planned. I described the convocation as a time for "learning and enjoyment." The issues to come before the membership for discussion and decision truly made this a watershed convocation. A major revision of the College By-Laws (carried over from the Hawaii convocation) was subsequently presented and passed by the membership. The expert witness program was brought to fruition and will be implemented during the next administrative year. A major membership marketing plan, originally put in place in 1988, was continued and expanded. In house office automation was further implemented, and progress was made in providing for the further funding of our corporate debt as a result of the purchase of our own

headquarters building.

The convocation in Toronto was an operational, educational, and financial success. The highlight for me was the By Laws section of the business meeting. In addition to the proposals from the LRPC, a whole series of revisions that had been offered from the floor at the Honolulu Convocation were also voted on, authored by Guy Seaton of the California Chapter. All of his amendments were defeated with separate votes on each proposal with the exception of the reduction in the number of regions.

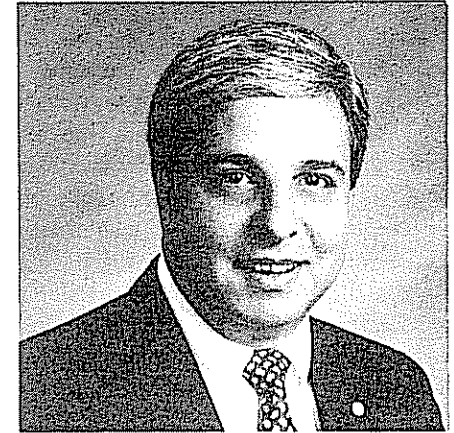
This meeting demonstrated that the by-laws processes of the College really work. It also demonstrated that the committee structure and process is not an open invitation to a rubber stamp, and that an individual member can be heard and that his ideas can get a fair hearing. Although the meeting took on marathon proportions, the membership present seemed to recognize the value of the process. The body approved a mail ballot process for Regional Governors, which should bring to their election a greater membership participation than has ever been possible before.

In general I would say that the development of the Expert Witness Program and the substantive governance changes were the high points of my year as President. The continuing challenges of limited resources, membership recruitment and retention, and quality services to our members will be plenty to keep our new President, Richard Fratianne, fully employed for the coming year.

I thanked the committee chairpersons and members for their hard work and diligence, and complimented them on their achievements for the year. I also thanked the membership for their active roles in the College for the year 1989-90, and pointed out the important assistance of staff and by the Executive Vice President which had made my year very successful. For this year, I truly owe a debt of gratitude to all of my fellow members throughout the College, for indeed, *Together, We Make A Difference.*

## My Year As President of ACHCA, 1990-91

By Richard A. Fratianne,  
CFACHCA



I was installed as national President of the American College of Health Care Administrators in Toronto on May 22, 1990, with all the pomp and circumstance that has become traditional at our national convocations. Outgoing President Kenneth Ogren passed on the gavel and ceremonial emblem at the annual banquet that evening, and I accepted with great pride the role and responsibility of the office.

At 9:45 AM the next morning I presided over my first meeting of the Board of Governors of the College, with all officers and governors in attendance. In addition to the Board, staff was represented by Richard L. Thorpe, Executive Vice President; Sylvia Phillips, Governance Specialist; Lyle Ankrapp, Director of Administrative Services; Michael Hodge, Director of Member Services; and Mary Parker, Director of Administrative Services. Also on hand as guests were ACHCA Foundation President Floyd B. Rhoades, Jr.; Vice Governor of Region II Barbara Kitanik; and Vice Governor of Region XI and Oregon Chapter President Diane Matheny.

My first announcement at this meeting was that I wanted to see the leadership of the College as highly visible to the membership during my year as President. I stated that this included the presidential team (including the Immediate Past President and the President-Elect), the Executive Committee, and from time to time the various regional governors who should attend chapter and regional functions on behalf of the President. Also noted were the various job descriptions of officers and governors which were included in the agenda packet, and Executive Vice President Dick Thorpe requested that each member of the Board carefully review his/her job description in view of the By-Laws changes passed at this convocation by the membership.

## My 1990-91 Presidential Goals

Eleven items had been identified by me as presidential goals for 1990-91 and, combining similar goals, they are summarized below:

1. ACHCA should become a melting pot for all long-term care associations, and should convene panel of distinguished leaders from ACHCA, AAHA, and AHCA to discuss ways to more effectively work together.

2. We will promote the professional image of nursing home administrators throughout the country and we will respond to the needs of our chapters and members by becoming more effective and efficient in and through our national office. We will also expand and promote leadership development at all levels within the College.

3. We will continue to develop non-dues revenue sources through both sponsoring affiliates, program sponsorships, and more aggressive fundraising. We must increase our membership, improve our retention rate, and extend student participation in the American College of Health Care Administrators.

4. We will continue to promote license reciprocity for certified administrators, and to more fully disseminate the various methods whereby states can continue to recognize certification.

5. We will increase the number of administrators and other members involved in leadership positions in the health field and we will continue our role as leader in research and education in the field of long term care and we will become pro-active in the development of any and all legislation affecting the long term care administrator.

I then invited each Board member to assist in the achievement of these goals, and to select from these goals those which they would like to work on during the coming year. Each governor selected at least two goals, with several selecting four or five goals. I also indicated that I would be assisted by President-Elect Jack Billingsley in ensuring active involvement of all board members and in following up on the attainment of these goals.

My intended appointments to national committees had been approved by the outgoing Board of Governors on May 17, and it was my intention to fill remaining vacancies in that list by the end of the week. I also stated my intention to appoint several *ad hoc* advisory groups on an as needed basis, and to consult with these and other groups from time to time on various issues and policies of the College. As the first such group I appointed Sharon Gronet, Dan Farley, and Sally Craven to review the Board of Governors Manual, Governors' Reports, and Accountability Statements in the light of By-Laws changes and with a view to reporting back by the July, 1990 Executive Committee meeting.

At his request I also invited Immediate Past-President Kenneth Ogren to speak to the Governors at the conclusion of the regular agenda. He reminded

the Governors that they were the present and future leadership of the College, and as such they carried a particular responsibility along with the honor of the position and of the College. He expressed a sincere hope that each Board member would wear the College pin at all national, regional, and chapter functions, and at other functions where the College would be represented. He requested that each of them consider becoming a life member of the Foundation, and to become familiar with the College's five-year Strategic Plan, which is the basis for what the College is currently doing and is a blueprint for the future.

I then expressed thanks and appreciation to Mr. Ogren for the excellent manner in which he had presided over the College during his presidential year, and said that the College will be fortunate in continuing to benefit from his expertise and wisdom in years to come. Mr. Ogren was roundly applauded by all of those present.

## The Old Saybrook Meeting

At our July 14 meeting of the Executive Committee in Old Saybrook, Connecticut, we directed our attention to several topics of importance:

1. The forthcoming convocation in New York City.
2. The Long Range Planning Committee meeting just held July 12-13 in Westbrook, Connecticut.
3. Update on progress on my presidential goals.
4. Update by President-Elect Jack Billingsley on advocacy matters.
5. Update by Immediate Past-President Ken Ogren on the Expert Witness program
6. Treasurer's Report (see Budget Review, below).
7. Executive Vice President's Report.

The forthcoming 1991 Convocation in New York City was discussed thoroughly, with planned reduction of social events as well as overall length of the convocation noted. Executive Committee members were requested to make their suggestions for programmatic changes to the Convocation Committee. The reduction in overall length and in social functions was designed to attract more members and reduce costs to members.

The presidential goals for 1990-91 were also discussed, and I requested that the Governors-At-Large to follow up with governors in their regions as to the implementation of the goals and to provide quarterly reports. I also asked President-Elect Jack Billingsley to assist in monitoring progress on my behalf.

Mr. Billingsley also discussed with the Executive Committee the charge to the Advocacy Committee for 1990-91, and reported on several advocacy matters.

Mr. Kenneth Ogren, Immediate Past-President, outlined an update on the Expert Witness program, the first part of which is designated Expert Witness I and which is open to all members and nonmembers. Expert Witness I was scheduled for Baltimore September 13-14 and San Francisco on October 4-5. Part II or Expert Witness II was intended for Certified nursing home administrators and was scheduled for November in Alexandria.

Mr. Robert Siebel presented to the Executive Committee an overview of the deliberations of the Long Range Planning Committee at its meeting of July 12-13, with particular attention to the implementation of the By-Laws changes passed in May, the concept of sectionalized membership, and the annual charge to update and review the College's Strategic Plan.

Mr. Richard Thorpe also reported on activities in which he had been engaged since the convocation in May. First in his report was a post convocation critique -- a review of evaluations of the overall convocation and of various offerings -- which was very positive in overall evaluations, exhibitor evaluations, and educational offerings. He also referred to the minutes of the Convocation Committee at their meeting of June 15, as well as at their special meeting in Toronto on May 21.

At Mr. Thorpe's request Mr. Lyle Ankrapp presented the Executive Committee with an update on office automation, on the basis of which the Executive Committee passed a motion to proceed with hardware and software acquisitions as outlined in the analysis dated 7/22/90 which had been distributed to the Executive Committee members.

## Continuing Budget Review

The 1990-91 budget was adopted both by the outgoing Board of Governors as well as the incoming Board in Toronto, and was accepted for distribution by the incoming Board at the May 23 meeting in Toronto. A motion had also been passed to review the College's policy on per diem reimbursement for travel and related expenses. ACHCA Treasurer Miner Brown pointed out to the Board that a \$200,000 payment would be due August 1 on the second trust deed for the national office building. In that connection Executive Vice President Thorpe announced that following the meeting a detailed report of pledges and payments to the building fund would be sent to Board members.

At the July meeting of the Executive Committee it developed that the audit firm of Ernst and Young, after assuring the College earlier that the its second year audit would not be substantially higher, had proposed an increase from the previous charge of \$8,500 to \$10,000. As President I promised to meet with the Treasurer, Messrs. Thorpe, and Ankrapp to help to plan an attempt to resolve this issue. Subsequently, Ernst and Young explained that the increase was due to rate increases and to an error in the first year audit estimate. The September meeting of the Executive Committee therefore authorized the Executive Vice President to accept the September proposal from Ernst and Young.

Treasurer Brown reported that as of the July meeting of the Executive Committee, only \$114,000 (including the pledge of the Foundation for \$50,000) had been collected. Mr. Farley, Past-President (1988-90) and Chair of the Building Fundraising Committee, was invited to join the committee and report on the status of the shortfall of \$86,000 in funds for the second trust deed. Options discussed included (1) taking the money out of reserves, and (2) borrowing the money, possibly using some of the College's certificates of deposit as collateral. At the conclusion of this discussion, the Executive Committee passed a motion unanimously that such shortfall as might exist on the due date of August 1 be refinanced by the College. However, after meeting with Crestar Bank officials (beneficiaries of the first trust deed) it was decided to meet the shortfall now estimated at \$75,000 from operating funds.

The Treasurer also pointed out that a projection of the 1989-90 expenses reflected a deficit of \$134,500 due to extraordinary convocation expenses. However, at the September 14 meeting at the national offices he was able to report that the bottom line operating loss for 1989-90 was only \$127,600 and of this the actual cash loss was only \$12,000. The balance was a non-funded depreciation loss. Convocation net loss for Toronto was estimated at \$115,000 due to substantial cost overruns in nearly all areas.

By the time of the February 1, 1991 meeting of the Executive Committee (at the Guest Quarters Hotel in Tampa, Florida), the Treasurer was able to report a \$29,867 operating loss for the General Fund and a \$54,001 operating loss for the Building Fund, for a total loss of \$86,868 for the year 1989-90. This compared with a total loss of \$292,652 for the year ended June 30, 1989. For the 1990-91 year to date the financial statements indicated a loss of \$19,132 to the General Fund for the first quarter, a negative budget variance of \$27,927. The Building Fund showed a first quarter surplus of \$15,974.

The College liquid investment reports showed that as of December 31, 1990, there was \$216,160 invested, and as of January 31, 1991 there was



\$410,860 invested.

In keeping with the Executive Committee's request, at the Barbados meeting on November 30, 1990, that the Director of Administrative Services develop a preliminary budgetary forecast for a five year period, Mr. Lyle Ankrapp placed this forecast on file with the minutes of this meeting.

The severe financial straits of the College had not been relieved, and as we opened the Board of Governors meeting in February in Tampa, Florida, I repeated my call for a concerted drive by all regional governors for a three year signed commitment by all chapters in support of the Building Fund, and stated my disappointment in the progress thus far. Only ten chapters had thus far responded to our request. The amount of the commitment would be equivalent to fifteen (\$15) dollars per active member per year. Further discussion was postponed until the regional governors reports on the agenda.

### First Video Teleconference

At our Board of Governors meeting February 2-3, 1991 a 15 minute segment of the National Futures Symposium Satellite Video Teleconference was presented to the Board members. This segment was also made available to regions and chapters for annual meetings in order to promote the teleconference as a new medium of learning and self-study. With only four months notice, Member Services Director Michael Hodge and his staff had developed the conference and presented it in January at some 17 locations throughout the country. This medium also promises greater financial success with the greatly reduced costs involved in making effective seminar presentations to the membership.

### Preparation for 1991 Convocation

The annual Convocation is always a highlight of each year of the College. However, in the last few years various members had expressed concern that the event was becoming lengthy and expensive and that some members were being deterred from attending due to these factors. I therefore informed the Executive Committee at the July meeting in Old Saybrook that the forthcoming convocation would be scaled back in some respects, as compared with previous convocations. Fewer social functions would be planned, and the overall length of the convocation would be reduced in our effort to attract more of our members and for budgetary reasons.

The Chair of the Convocation Committee, Larry Slatky, had been

preparing for an intensive, but comparatively short convocation in New York City. Coupled with the celebration of the College's 25th convocation, we hoped that the event would be well attended without the heavy financial drain that a stay in the "Big Apple" was feared to be.

Executive Vice President Richard Thorpe had also submitted revised budgetary projections for the 1991 convocation, which he believed reflected a more realistic picture of revenue and expense, and still allow for a break-even national budget for 1990-91 (although the revised budget still does not meet objective F.1a of the Strategic Plan).

The Convocation Committee met on Monday, following the September 14 Executive Committee meeting and the Board of Governors meeting on September 16-17, and made further in-depth plans. At the November 30 meeting of the Executive Committee the following developments were reported:

1. A slide presentation with graphics to depict the building fundraising and financial status of the College.
2. Convocation cancellation and interruption insurance would be purchased as directed by the Executive Committee at the November meeting.
3. Exhibit booth space has been sold out with projected income of \$125,000.
4. The advance programs have been printed and mailed, with the first promotional materials mailed in October, followed by a second mailing in November, three days after the advance programs. A third mailing went out on January 15 at the same time as the final program.

### Membership Marketing

During the presidency of James L. Farley (1988-89), a three year Membership Marketing Plan was developed based on earlier direct mail efforts going back to 1983. It was based on an analysis of new memberships generated by these direct mail efforts, which were as follows:

1983	13.6 %
1984	17.6 %
1985	10.0 %
1986	13.8 %
1987	11.1 %

These mailings were usually based on two mailings totalling about 5,000 each year, along with smaller mailings associated with trade show events or College events. Although the database at that time lacked overall detailed

information about College members, and particularly about non-members, the new in-house computer system was believed to have far-reaching potential relative to our membership database. In addition, responses to recent mailings indicated that our non-member mailing list was becoming obsolescent.<sup>1</sup> We also estimated that 23 per cent of all calls made by the Membership Phonathon reached incorrect addresses, and 47 per cent of calls to suspend and non-member listings were to bad addresses. The membership recruitment campaign during Jim Farley's presidency achieved considerable success, and Dr. Kathleen Griffin's reorganization of the national office staff placed new emphasis on membership recruitment and retention, with the Deputy Executive Vice President serving as Director of Membership and Administration.

The national office staff continued to make progress with the implementation of the new in-house computer system, although slowly at times. Reports of the Membership Committee also indicated strong efforts on recruitment and retention were underway, and that more accurate membership and non-membership lists were proving helpful in the membership efforts. Mr. Jack Billingsley, who was elected President at the New York convocation, has also expressed strong support for the membership program and it is hoped that our continuing drive will get results in terms of a gradual increase in our membership.

## In Conclusion

As I concluded my year as President of the College, I noted at the first convocation meeting of the Board of Governors that three significant goals of my presidency had been achieved -- coalition building, an upswing in the financial status of the College, and once more, an increase in membership. The members of the Executive Committee also reported on their success in meeting the 1090-91 presidential goals, and I thanked the members of the Board for helping me to make this year a success. It has been an honor and a privilege to serve the College in a leadership capacity, and I take great pride in having had this opportunity to serve the membership.

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<sup>1</sup> In fact, a mailing of 5954 solicitations to nursing home administrators in October of 1988 got only 24 responses, of which 8 had crossed out the name and written in their own, indicating that our mailing list was correct as to the facility, but not as to the person.

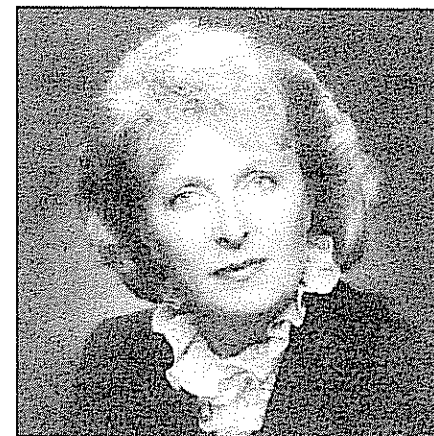
## Part II

### The Years of The Elected Foundation Presidents

1981-91

## My Years as Foundation President, 1981-83

By Mardell Brandt, CFACHCA



### Break With Precedent

In serving as President of the Foundation of ACNHA, I departed from precedent in that I was the first President elected by the Board of Directors of the Foundation who had not served first as the President of ACNHA. The tradition in which the President of the College automatically succeeded to the presidency of the Foundation during his year as Immediate Past-President was broken. The Foundation has not returned to this tradition during the succeeding decade.

The Foundation of the College was organized primarily to establish and pursue charitable, educational research and scientific purposes relating to the field of nursing home administration; and yet, according to many members it was a most misunderstood organization. It seemed that coincident with the break with tradition in its election of a President, the Foundation was ready for a reorientation in other ways as well.

The focus for my two years as President was that of raising the visibility of the Foundation as well as raising funds, and both of these goals were met with enthusiasm and hard work on the part of the leadership of the Board of Directors and the Executive Vice President, J. Albin Yokie.

### Fun Run Fund Raiser Developed

The Foundation's 10th anniversary in 1982 was celebrated by the beginning of the 10K Fun Run Fund Raiser, thanks to a recommendation from California member, Bruce Bennett, FACNHA, the first chairman of this fun event held in Boston during the College's annual meeting. This first year event raised \$7,400.00 and the second year event, \$19,000.00! The Board was determined to generate and earmark \$40,000.00 in order to employ a full-time Foundation Director of Development who could raise additional funds and develop grant sources for the Foundation.

## Life Time Membership Developed

Thanks to Alan Chopp, CFACNHA from New York, the Board adopted a recommendation that any organization or individual who contributed \$500.00 or more would be considered to hold membership in perpetuity. The Foundation now has hundreds of life members! The first life time members enrolled by the Foundation through their \$500.00 contributions were Edward Brody, FACNHA; Alan Chopp, FACNHA; Robert J. Keon, FACNHA; and Jim McCall of Ross Laboratories.

## By-Laws Changes

During 1983, the Foundation changed it's By-Laws to meet the requirements for a 501(c)(3) corporation under the Internal Revenue Code. According to our legal counsel this would allow the Foundation to meet certain Internal Revenue Service qualifications in two ways:

- 1) either as a publicly-supported organization, or
- 2) a supporting organization.

This revision provided that five members of the Board of Directors would be elected by the Board of Governors of ACNHA, and four would be elected by the membership of the Foundation at it's annual meeting.

Concern was expressed in the Board of Directors that the proposed revision in Article VIII, Section 7, term of office did not allow for continuity on the Board of Directors. However, the next few years saw a growing success on the part of the Foundation despite the change.

## Grants/Contracts

1. *Professional Certification Program in Long Term Care Administration, 2/1/80-1/31/83.* This was a three year project to provide assistance in the implementation of the Professional Certification Program. As of 1982 a total of 81 administrators were certified through the program which was recognized for full, regular membership in the National Commission for Health Certifying Agencies. A priority for this year's committee was program promotion in cooperation with ACNHA's Chapters and Regions through formal state licensure board recognition. Total 1982 funding was \$31,276.00.

2. *Professional Practice for Nurse Administrators in Long Term Care, 5/1/81-4/30/84.* This was a collaborative, three year project with the American

Nurses' Foundation involving a national survey of long-term care DNS's and professional development support programs (i.e., self-assessment instruments, continuing education, and certification). Total current year's funding was \$33,644.00. Dr. Mary Pat Lodge was our liaison with the American Nurses Foundation.

3. *Management of Geriatric Nursing Practitioners in the Nursing Home, 6/1/81-5/30/84.* This was a collaborative, three year project with the Mountain States Health Corporation to promote the GNP concept and prepare administrators for effective implementation of the GNP in the nursing home. A continuing education program had been designed, successfully pilot-tested, and promoted in cooperation with ACNHA regions and chapters. A manual was prepared and a "special issue" of the *Journal of Long Term Care Administration* was published in 1983-84. Funding for this project for 1982 was \$15,000.00.

4. *Nursing Home/Community Mental Health Centers Grant, 10/1/80-9/30/82.* This was a two year project funded by the National Institute of Mental Health to promote greater cooperation between nursing homes and community mental health centers. A model curriculum was developed and scheduled in cooperation with ACNHA's regions and chapters in NIMH's ten regions. Current year funding was \$49,901.00

5. *Model Curriculum for Nursing Assistants in Nursing Homes, 1982-83.* A publisher's contract with John Wiley and Sons for the publication of the "model curriculum" had been developed under federal contract in 1979 with publication scheduled for 1983. Modest grant support was provided under the contract for manuscript revision as necessary.

6. *Faculty Development Institute, 1982-83.* A "special projects" grant was awarded by the Western Network for Education in Health Administration for a faculty institute to train academicians and practicing administrators to teach in ACNHA's continuing education program. A total of 20 seminar faculty members were scheduled to participate in the institute. Current year's funding was \$18,850.00

7. *Developing Pre-School Nursery Centers in Nursing Homes.* This was a project proposal to assist nursing homes in establishing preschool nurseries. ACNHA's Library Services had already facilitated the development of seven such centers and the proposal sought grant support for the development of a "how-to" continuing education program and manual.

8. *Mental Health Needs and The Elderly in Nursing Homes.* A concept

paper was written in anticipation of developing a research proposal to:

1. Study the mental health needs of the elderly in nursing homes;
2. Establish treatment protocols in collaboration with mental health professionals; and
3. Pilot test the treatment protocols.

The National Council of community Health Centers collaborated on the proposal.

## Contributions

Mr. Al Yokie, ACNHA's Executive Vice President, reported that contributions to the Foundation for the fiscal year ending April 30, 1982 were down markedly, with the exception of the funds generated from the 1982 Fun Run held in Boston during the Convocation. Traditionally, the ACNHA members had been the largest source of income for the Foundation; however, these donations had declined during the previous year.

Solicitations of the top 1,000 companies in the United States had resulted in no contributions to date, and no promising prospects for the future. Responses had indicated that the:

1. Companies restricted their financial support within their own operational areas;
2. Corporations had previously committed all available funds for the year; and/or
3. Companies could not consider contributing to the Foundation due to the economic situation in the country.

Again, the Foundation expressed its gratitude to the Ross Laboratories for their generous contribution of \$10,000.00 in December 1982.

My years in service of the Foundation (and of the College) are among my most treasured memories in a career that began as a nurse's aide in a nursing home. I want to thank the Foundation members and directors for the opportunity to make a difference, and I especially thank all of those who were so generous in working with me during those years.

## Resume of My Presidency, 1983-84

By Stuart Kanowitz, CFACHCA

My year as President of the Foundation began at the Board of Directors meeting at the Drake Hotel, Chicago on September 7, 1983. In attendance were directors William Cullen, Deanna Edwards, Fr. Barnabas Hunt, Jim McCall, Harvey Young, and I. Absent were Loretta Cabral, Marilyn Margolis, and Sr. Michael Sibille. Also in attendance were J. Albin Yokie, Executive Vice President, and Rosemary Woolson, Executive Secretary.



After approval of the minutes of the previous meetings, and the provisional agenda for this meeting, I was unanimously elected as President, and Fr. Barnabas Hunt was also unanimously elected as Vice President. This was not the first time in the history of the Foundation that it had elected a president who was not a past president of the College, but the second.<sup>1</sup> At that time the Executive Vice President reported that contributions to date totalled \$24,507, not including \$3,633 in pledged but uncollected amounts.

In stepping up to the presidency of the Foundation at this point in time, I knew that financial difficulties were ahead. My program for the next year included the following goals:

1. Improving and stabilizing the financial condition of the Foundation with a vigorous fund raising program plus cost controls over expenses.
2. Resolving the question of financial support for the library, whether by the Foundation or the College.
3. Moving ahead with the fund raising program of the Foundation, its broad-based grant and contract program, and other activities.
4. Developing a mission statement for the Foundation.

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<sup>1</sup> Mardell Brandt, at the time of her presidency of the Foundation, was indeed the first such President who was not a past President of the College. She later served as President of the College in 1985-86.

## Grants/Contracts Update

The following grants and contracts were in progress as of September, 1983:

1. *Professional Practice for Nurse Administrators in Long Term Care* (5/1/81--4/30/84). This collaborative, 3-year project with the American Nurses Association involved a survey of long term care DONs along with an assessment of professional development support programs (i.e., self-assessment instruments, continuing education, etc.). A series of conferences were implemented as a data-gathering plan in conjunction with university nursing schools. 1982-83 Funding \$133,644; 1983-84 funding \$93,050; 1984-85 funding \$29,099.

2. *Management of Geriatric Nurse Practitioners in The Nursing Home* (6/1/81--5/30/84). This was a collaborative 3-year project with Mountain States Health Corporation to promote the GNP concept, with a continuing education program designed, pilot-tested, and scheduled in cooperation with ACHCA regions and chapters. This project produced a workshop manual and provided for a special issue of the *Journal of Long Term Care Administration* in September, 1983. 1982-83 funding \$15,000; 1983-84 funding \$15,000.

3. *Model Curriculum for Nurse Assistants in the Nursing Home*. This was a publishing agreement with John Wiley and Sons for the publication of the model curriculum developed under a federal contract in 1979. Publication is scheduled for early 1984, with 12 per cent of royalty income to the Foundation and to Medicus, the subcontractor under the federal contract.

4. *Faculty Development Institute* (1982-83). A 'special projects' grant from the Western Network for Education in Health Administration for a Faculty Development Institute in Long Term Care. The Institute was held in Denver June 27-28, 1983, involving 20 administrators and faculty who have expressed interest in teaching in ACHCA's continuing education program. 1983 funding \$18,000.

5. *Child Care Centers in Long Term Care Facilities*. This was an unfunded project to provide technical support for long term care facilities interested in developing child care centers. Recognized through a special award from the National Council on Aging earlier in 1983, the project has processed more than 100 requests for assistance.

A number of proposals were in process of submittal or approval at this time, including 1) Design/Implementation of a National Program for Pastoral

Care and Counseling in Nursing Homes; 2) Design for Long Term Care: Improving the Physical Setting for Life and Care; and 3) Proposal for a National External Degree Program in Long Term Care Administration. Proposal #1 was submitted in May, 1983 to Mary Kay Cosmetics, and was not approved. Proposal #2 was to be part of a supplement to the original 17 month project, and was submitted to the Office of Human Development, Agency on Aging on June 30, 1983 but was not approved. Proposal #3 was in development at that time, and expected to be submitted by February, 1984 for funding to the W. K. Kellogg Foundation. The total funding which was estimated to be required at this time was \$1,016,000.

## Financial Report And Projected Budget

The Board of Directors reviewed the May, 1982--April, 1983 Preliminary Audit Report. This period of operations reflected an unrestricted income \$61,245 and expenses of \$26,185; restricted income of \$180,123 and expense of \$168,750. A positive net income of \$35,060 was indicated for the unrestricted funds and \$11,373 for the restricted funds. A final audit was expected from Touche, Ross & Company by the end of September, 1983.

The Board then discussed the possibility of placing the balance of unrestricted funds generated by the 1983 Fun Run/Walk into escrow until at least \$40,000 had been raised so that a full-time professional fund-raiser could be hired by the Foundation. The purpose of this proposal was to hire a fund raising professional who would draw a salary during the first year of employment but whose second year salary would be dependent on a percentage of the funds raised. However, due to the prior commitment of funds to the financial support for the library it was not deemed feasible at this time to place the Fun Run/Walk funds into escrow for the fund raising position.

The 1983-84 budget and the three year projection (1983-86) which outlined both restricted and unrestricted funds was discussed. Since a number of grants and contracts involved funds for more than one year, it was the judgement of the Board that the Foundation budget should be a multi-year budget covering a period which at least surpassed the longest running grant or contract.

After reviewing the current monthly financial reports it was decided that the three year projections along with the 1983-84 budget would be published in the upcoming issue of the Newsletter, along with the annual report.

## Fund Raising at Hawaii Convocation

Harvey Young agreed to administer the pledge promotion and to work with the local chair Jill Rowen in Hawaii for the 1984 Fun Run/Walk fundraiser and was invaluable in that role. Mr. Young indicated that he was seeking support from the Nike Corporation to sponsor the 1984 Fun Run/Walk in Hawaii, and the Board endorsed this proposal. He also stated that he had been in contact with the MJB Coffee Distributors in San Francisco with a view to enrolling them as a sizable contributor who would then become the professional sponsor for this event, with frequent recognition in the Newsletter as well as a listing in the convocation program along with the sponsors of other events.

After considerable discussion the Board agreed that the Board members of the Foundation as well as the Governors of the College would be requested to seek pledges of \$1,000 each for the 1984 Fun Run/Walk in Hawaii. Mr. Young was then requested to write an article and an open letter to governors and chapter presidents on how to obtain sponsors and encourage participation in the event. The Board adopted the logo "I Care For People" for the T-shirts for the Hawaii Fun Run/Walk.

Dana Cunningham was appointed chairperson for the Hawaii Golf Tournament scheduled for Sunday, April 1, 1984, and at his recommendation the Board established a hole-in-one award for the tournament, a life membership certificate in the Foundation. Jim Farley was the chairperson for the Tennis Tournament, also scheduled for April 1, 1984. Registration forms and other materials were included in the preliminary program for the Hawaii convocation.

Jim McCall offered to assist Chairperson Loretta Cabral with the planning for an auction at the 1985 convocation in New Orleans. McCall was an attendee at the American Nurse's Foundation which raised \$40,000 with its "Celebrity Auction." After he and Loretta completed their preliminary planning the Board agreed to consider their recommendations.

Additional recommendations were made for future fundraising:

1. Stress the importance of appointing chapter Foundation chairpersons who will actively seek financial support for the Foundation.
2. Publish a monthly article in the Newsletter pertaining to the work of the Foundation and its needs for financial support.
3. Send letters to all chapter presidents stressing the importance of their membership in the Foundation as an example to their membership.
4. Solicit vendors who do a volume of business with LTC facilities to become affiliated with the Foundation through donations of perhaps \$1,000 each which would place them in a category of honorary affiliates or something similar.

5. Provide more promotion to the seminars by Sr. Michael Sibille and Deanna Edwards as fund raising events for the Foundation.

6. Hold raffles with 500-1,000 tickets at \$100 each. First winner would receive 25%, second 15% and third 10%. The remaining 50% would go to the Foundation. This might need to be cleared with legal counsel as to any effect on the tax exempt status of the Foundation.

7. The Oregon chapter wishes approval of its tote bag logo with \$1 of each sale going to the Foundation. Oregon Chapter will submit its request to Mr. Yokie in writing for consideration at the Executive Committee meeting in October.

8. Consider a Foundation membership drive after the completion of the Mission Statement which is to be undertaken in the near future. Certificates of membership would also be considered at that time.

9. Consider Foundation contribution forms for inclusion in the Newsletter and in other mail-outs of advancement materials, etc.

10. Recognize Life Members with special plaques or ribbons which would encourage others to become Life Members.

It is significant that over the years many of the above recommendations have been incorporated into Foundation projects and activities.

In other business the Board passed a resolution to establish a student scholarship fund for up to \$5,000 per year for the support of a student pursuing a degree related study in the health care management field. Criteria for this scholarship would be developed by the Awards, Community Relations Scholarships Committee. The resolution also included provision for a professional support fund of \$36,000 for the estimated 200 who drop their memberships annually due to lack of funds, with guidelines to be developed by the Membership Committee and the Awards, Community Relations, and Scholarship Committee.

## Lack of Funds Limits Meetings

President Kanowitz proposed that in view of the limited funds available to the Foundation the Board handle a majority of its business through correspondence and phone calls. Nevertheless, the Foundation would need to meet more than once a year. Pending completion of the mission statement for the Foundation, it was tentatively planned to hold the next board meeting in late January or early February, and again in Hawaii during the spring convocation.

During the interim, it was proposed that draft guidelines for the Foundation activities be disseminated to the chapters and Ms. Mardell Brandt

was requested to draft these due to her prior experience with the Foundation and her current status as liaison to the Board of Governors. Accordingly, at the January 30 meeting of the Board, the following draft of the mission statement was adopted:

#### Foundation Mission Statement

The Foundation is an association for charitable and educational purposes established by the American College of Health Care Administrators. The Foundation will advance the general welfare of the College and its members through education, research and professional achievement. The Foundation is, by its very nature, an organization of individuals and groups who support these goals through charitable gifts and bequests in an effort to foster these aims and objectives.<sup>2</sup>

#### Objectives:

1. Establish and maintain a foundation for educational research and scientific purposes, primarily related to the field of health care.
2. Develop a professional fund-raising program to solicit gifts, bequests, and property, all of which will be used to attain the objectives of the Foundation.
3. Receive charitable gifts to foster the Foundation's objectives.
4. Maintain a professional library for the purpose of assisting those in the pursuit of research in the area of long term care and encourage the development of health care references.
5. Communicate to the members regarding the Foundation's affairs and professional concerns.
6. Develop and promote professional competency with other professional disciplines in health care.
7. Encourage the expansion of the Foundation membership.
8. Maintain a stance that reflects dignity, prestige and honor.
9. Foster professional fellowship.
10. Foster education and professional certification for administrators.
11. Build and maintain liaison and membership with appropriate organizations and groups in the furtherance of the goals and objectives of the Foundation.
12. Support and foster the goals and objectives of the ACHCA.

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<sup>2</sup> It is important to recognize those members of the board and others who worked long and hard to complete the mission statement in time for it to be voted on and ratified at the Hawaii Convocation.

## Review of Financial Condition

In view of the financial straits of the Foundation, the Board adopted a motion that no reimbursement be made to directors for attendance at the Foundation meeting in Hawaii.

At the request of the Foundation, Mr. Yokie will investigate the feasibility of transferring the expense of the library to the ACHCA budget.

Mr. Yokie was also requested to look into the feasibility of hiring a professional fund raiser for the Foundation who would also write grant/contract proposals and follow them through to funding. A report on his research in this matter was to be made at the April 4 meeting of the Foundation board in Hawaii. James McCall also indicated that he was looking into the possibility of a meeting of foundations with money, and a meeting of foundations seeking money, which might lead the Foundation to opportunities for future funding for its needs. He also provided newly designed certificates for Foundation members which would more fully recognize their contributions and encourage other persons to join.

## Awards Recommendation

Harvey Young moved, and Fr. Barnabas Hunt seconded, a motion to approve the Awards, Community Relations and Scholarship Committee recommendation that Larry Slatky be the recipient of the Ross Laboratories Distinguished Service Award for 1984.

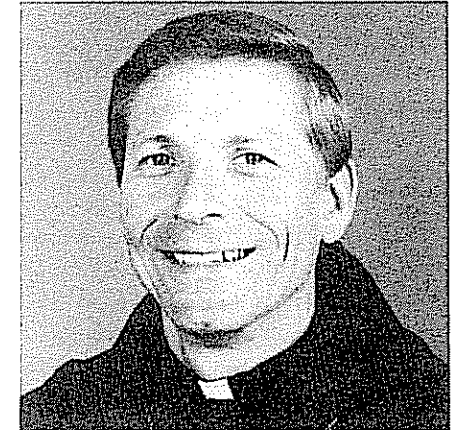
## In Conclusion

I thank the Foundation members and directors who provided me with the opportunity to serve as Foundation President, and I left the position with a sense of fulfillment in that many of the goals and objectives had been substantially achieved.



## The ACHCA Foundation: A Turning Point, 1984-86

By Father Barnabas Hunt, SSP,  
FACHCA



During the two years I was President of the Foundation of the College we faced a financial crisis so great that the Foundation almost ended its education and research programs and declared bankruptcy. Only because of the dedicated work of our Directors, the Board of Governors and its Executive Committee and support of Foundation members throughout the College was this disaster averted.

My career in nursing home administration began in 1964 when I was licensed in the state of Oregon because of my work with St. Jude's Home Inc., which ran three long-term care facilities owned by my monastic order, The Society of St. Paul (Episcopal). I joined the College on the basis of its appeal to me as a professional and in a relatively short time I became a Fellow. It was exciting to become at a national level one of the pioneers in the emergence of a new professional industry: long-term care.

My first national venture was to serve on the Ethics and Standards Committee for a three-year term beginning in April of 1980 when Dell Hagan was the College President. During this time the work of the Foundation of the College began to draw my interest. I was impressed with its commitment to improving quality of health care delivered to aged, infirm, and chronically ill persons. Dedication to education and research was to me one of the best of ways the College could serve its members.

### A Crucial Period Begins

In 1983 I was elected to the Board of Directors of the Foundation by the Board of Governors of the College, and became Vice President of the foundation at my first meeting held in the Drake Hotel in Chicago on September 7. That year I served with Stu Kanowitz who was elected President.

This began a critical period in the Foundation's history. Major grants from such groups as the Kellogg Foundation that had helped underwrite a sizable amount of the Foundation's budget would be coming to an end very soon and the foundation was not set up to carry its staff expenses and library costs without them.

## What Kind of Financial Base?

A fundamental concern was the need to establish a financial base, apart from grants, for the basic operating expenses of the Foundation. Two things would have to happen for the Foundation to remain financially viable. First, we needed a continuous source of income from the College for administrative costs. Second, some of the program expenses not directly related to research and education would have to be moved to the general budget of the College.

Initially the Foundation was set up by the College membership in 1971 as a nonprofit charitable tax entity [IRC 501(c)(3)] which could receive gifts and donations for education and research purposes. In the decade of the 70s several major grants were received, the largest being that of the W. K. Kellogg Foundation to the tune of \$1.4 million dollars over several years.

After completing the Kellogg Foundation project, namely the Administrator Certification program, the College Board of Governors assumed responsibility for library staff support. Owing to ACHCA financial difficulties this responsibility was transferred to the Foundation in the early 80s. With no grant money or other sources of income except random donations the Foundation was facing a rapidly worsening financial picture.

## Membership Needs

The following year at our January Board meeting when asked to report on Foundation membership I pointed out that the College membership had reached approximately 6,000, while the Foundation's membership remained between 200-300. One way we could have more unrestricted funds for administrative costs was to expand the dues paying membership of the Foundation. Increasing membership was both a way to strengthen the Foundation's work and augment its financial base. At that meeting the Directors agreed that a Membership Committee for the Foundation should be established and I was named its Chairperson.

## Honolulu Convocation, 1984 - Steps to Recovery

At our Directors meeting on April 4 President Stu Kanowitz had emphasized the need for not only a membership committee, but a fund-raising committee as well. When it was my turn to address the Directors, I stressed the importance of investigating the possibility of creating a different type of membership category system for the Foundation and the Directors agreed.

Even if funds increased through heightened membership support, the day was fast approaching when that would not be enough. Our major expense was funding the library program. When the Directors discussed the possibility of the College resuming that expense I saw an opportunity to act. I made the motion, seconded by Sister Michael Sibille that the Board of Governors of the College be made to consider the feasibility of resuming the expense of the Library Staff. It carried. This was the start of my plan for recovery of the Foundation. Without relief there would be no way the Foundation could continue. The Executive Director at that time was Al Yoke and he was requested to present the motion to the Board of Governors at their next meeting.

## Into Action

The Board of Directors of the Foundation met June 6, 1984 at the National Office of ACHCA in Bethesda, and I was elected President. We had an outstanding lineup of team players, including Larry Slatky, Vice President; Andy Fenelly, Secretary; Jim McCall, Treasurer; Floyd Rhoads, Harvey Young, Loretta Cabral, William Cullen and Sister Michael Sibille. College President-Elect Mardell Brandt was the Board of Governors liaison.

Where did we stand on the matter of our critical financial situation? There was about \$18,000 in restricted funds (for use only on research projects) and an unrestricted balance of \$22,000. Our situation was still teetering on the brink of disaster and we were still responsible for the costs of operating the College Library, our greatest expense.

Our financial picture was so tight that we had no money for the Membership and Fund Raising Committees to complete their tasks. However, Jim McCall stated that a \$5,000 gift donated by Ross Laboratories should be used for this purpose.

We again sent a recommendation to the Board of Governors that the College resume paying the expense of the library staff. It was the second time of asking.

## Grant Requests Continue

While we were facing this financial crisis we also proceeded to submit requests for grants on a variety of programs including professional practice for nurse administrators in long-term care facilities. We were interested in the role of physician's assistants and in a study to facilitate the use of professional credentials (e.g. certification) in the award of an academic degree in health services administration. Childcare was an important issue and we were seeking a research grant to develop technical assistance materials for establishing childcare centers in nursing homes through the Robert Wood Johnson Foundation. Also we were exploring possible grant sources to study a national program for pastoral care and counselling by ordained clergy in nursing homes.

## Chapter Foundation Chairpersons Emphasized

The Foundation Directors believed that the lack of activity in the chapters and regions of the College on behalf of the Foundation was primarily due to the low number of Chairpersons. The College at that time was comprised of 47 chapters of which only nine had Foundation Chairpersons. Our newly established Foundation Membership and Fund Raising Committees under the respective chairmanships of Andy Fennelly and Larry Slatky, now focused their attention on contacting the College Chapter Presidents and the Regional Governors to strongly urge them to appoint Foundation Chairpersons where none existed. By the time my second term ended there were 27 Chapters with Foundation Chairpersons.

One of the important steps during my presidency was to bring the chapters into a more active participation in the Foundation's fund raising and membership programs. Chapter activity became a big part of our plan for the Foundation's survival and viability. This could be seen at the "Great Hour of Giving" at our annual Foundation meetings. That's the time when chapter representatives throughout the nation would come forward with checks which had been raised through various projects in their areas and contributed to the work of the Foundation of the College.

## Leon I. Gintzig Award

One of the most pleasurable actions made by the Board at that June 6th Directors' meeting was to establish the annual Leon I. Gintzig Award. Its purpose was to recognize student work in long-term care administration. It was intended for bestowal annually upon a university student in a long-term care administration program in commemoration of the contributions made by Dr. Leon I. Gintzig to education in health services administration.

Leon Gintzig was a nurse and educator who taught Hospital Administration at George Washington University. He inspired many of his colleagues and students to research and study in long-term care administration, the very thing for which the College Foundation exists.

## Changes In The Wind

Al Yokie had resigned as Executive Director and Robert Burmeister was serving as Director-in-Charge until such time as a replacement was found. Steps had been taken to increase donations through fund raising programs and other means, including solicitation letters and articles in the *Long Term Care Administrator*.

## Two Bench Mark Actions

At our next meeting on September 19 at the national offices, a major decision regarding membership and funding was made. There was a proposal to include in the general College dues a \$15 foundation membership fee. Two things would happen if this were adopted. All College members would be members of the Foundation and a reliable, ongoing financial base for operating expenses would be established. Our motion to that effect was sent to the Executive Committee, who had a meeting in October, and the Board of Governors, who were meeting in December.

The second measure directed at saving the Foundation from bankruptcy was to move and pass for the third time our recommendation that the College resume the cost of the Library Staff.

College President Bob Siebel and President-Elect Mardell Brandt were both present at this crucial meeting and I very much appreciated their strong support along with that of the rest of our College leadership.

Mardel Brandt and I agreed to write letters to the Executive Committee of the College explaining in detail the rationale for the College to assume the library costs and the recommendation for \$15 mandatory Foundation fee to be added to each College member's dues. In that letter it was stated, "We very much realize that the College's Executive Committee and Board of Governors have a number of demands on the scarce resources of the College." We admitted to asking a lot from the College, but then we had no real alternatives.

## How Bad Was It?

In his treasurer's report, Jim McCall pointed out that as matters stood the Foundation in all probability would be without funds in both unrestricted and restricted categories before the end of the year. Foundation grant support had arrived at a "no income" status in the restricted funds. Financial projections from Sandy Kabernagel who then represented the financial/administrative services of the College reflected that the Foundation would be in a deficit position by the end of September and would be unable to support the Foundation's staff.

I expressed my concern that we would not have any funds by the end of the year to support the valuable research staff of the Foundation. I was given authority to release all restricted funds (Life Memberships and 1985 Sports Events) to support the research staff with the understanding that these funds would be reimbursed to the Foundation as soon as it was financially feasible.

On the matter of releasing the funds, Past-President Ed Brody, wrote me a note in October expressing his concerns about permission to release restricted funds to support the research staff. He said, "This decision is expeditious, but fraught with danger. The trust placed in the Foundation by Life Members is severely jeopardized." I agreed with Ed that we must examine this whole matter with gravest concern.

At the ACHCA's Executive Committee meeting of October 30, it was unanimously recommended that the Board of Governors consider at their December 7th meeting our request to incorporate a mandatory \$15 Foundation membership donation into ACHCA's annual dues structure; and, to extend a loan to the Foundation in the amount of \$38,000 for operating expenses in the 1984-85 fiscal year with a payback to commence July 1, 1986 which would cover Bruce Cyr's work as our researcher.

Earlier, Mardell Brandt who at that time was President-Elect of the College and serving as liaison officer to the Foundation Board in a letter dated October 19, wrote President Robert Siebel on our behalf recommending the action taken by the Executive Committee. We were grateful to have Mardel's support and understanding in our efforts to right the course of the Foundation and hopefully save what was clearly a sinking ship.

## The Board of Governors Meeting in Tucson

I realized that my presence at the Board of Governor's meeting to provide Foundation input in their deliberations was required by circumstances; unfortunately, there were not enough funds in the Foundation's budget to pay my expenses there. I covered the cost out of my own pocket without realizing

what a strong argument I was making about our need for financial relief.

It is an education to sit in on a meeting of the Board of Governors of the American College of Health Care Administrators. This is the place where it happens. There were 19 Governors and College officers present as well as three staff members from our national office then in Bethesda, Maryland. There were also ten guests, mostly Arizona Chapter officials. President Bob Siebel asked me to begin the meeting with an invocation.

The three topics pertaining to the Foundation were eighth on the agenda. The first to be discussed was the subject of mandatory foundation dues of \$15 for all ACHCA members. Both on this item and the other on transferring the cost of the Library program I was able to give the necessary input at that meeting which I think had a direct bearing on the outcome of the decisions made by the Board of Governors as concerning the Foundation funding program.

Secretary Arthur Swenson presented the recommendation from the Executive Committee for approval by the Board of Governors:

"Inasmuch as all College members benefit from the works of the Foundation (i.e. educational seminars, library, certification program, etc.), a mandatory \$15.00 membership dues be incorporated into the ACHCA annual dues structure."

It was moved by Mr. Swenson and seconded by Past-President Dennis Sullivan to approve the recommendation for presentation to the ACHCA general membership at the 1985 Convocation. There were present 19 voting members. I tensed up. The outcome: ten yeas, nine nays. It passed, barely, but it passed.

The next item for consideration was transferring the library expense back to the general College budget:

"It was moved by Mr. Richard Snook and seconded by Mrs. Mardel Brandt that the financial obligations of the Library become the responsibility of the ACHCA."

The vote on that was 18 to one in favor.

Then the Executive Committee recommendation of an ACHCA loan of \$38,000 which would cover foundation operating expenses for the fiscal year 1984-85 was acted upon. In addition a line of credit was authorized to fund the

research position of Foundation work through May 31, 1985.

This was the turning point in our work to save the Foundation from bankruptcy and to guarantee its continuation. Later that month when I celebrated Midnight Mass on Christmas Eve, I offered a special prayer of thanksgiving for the dedication and hard work of all the Foundation Directors and the support of the Executive Committee as well as the Board of Governors. It was a pleasant Christmas gift, indeed.

## More Good News

In April 1985, the new Executive Vice President, Kathleen Griffin, reported that the College would be absorbing the remaining direct research salary expense through the end of June so that the important certification program could be continued and in particular the training mechanisms for The Management of Nursing Home Operations Certification Workshop. Kathleen also said that funds had been budgeted to pay several big line items of the Foundation during the next year, including all library expenses as well as space rental costs.

## Chapters Get On Board

I was gratified that my encouragement of chapter participation in matters of fund raising for Foundation programs was bearing fruit. That year the New York Chapter raised \$9,500 for the Foundation. California donated \$4,000 and Connecticut sent a gift of \$1,000 by sponsoring a theater evening. Chapters nationwide were beginning to catch the spirit, seeing at last how important it was for both individuals and groups to support the work of College Foundation.

By the time we arrived for the 1985 Annual Foundation Meeting in Las Vegas our membership had risen to 465, the highest in the history of the Foundation's existence; and with 38 Life Members. By the end of the "Great Hour of Giving" at our annual meeting in Las Vegas more than \$36,000 had been contributed for the Foundation's work by the College membership.

## Las Vegas Convocation, 1985

As a priest of the Episcopal Church, I have had the opportunity to preach or speak in many different situations. A first that I never expected to experience was conducting the annual meeting of the Foundation from the stage of the Ziegfeld Theater at the MGM Grand Hotel where our Convocation was

meeting.

As we heard the various reports I began to realize that most of the things College members enjoyed at the Convocations were Foundation-sponsored events, such as the golf tournament, fun run, tennis meets, art auctions, and our Fun Night Dinner, which that year was a M.A.S.H-party. The first annual presentation of the Leon I. Gintzig Award went to Mrs. Teddylen Guffey R.N., a student from Arizona State University in Tempe, Arizona.

The membership of the American College of Health Care Administrators approved at its general meeting in Las Vegas the inclusion of \$15 per member for dues to cover Foundation costs.

## Elected For A Second Term

At our Directors meeting on April 25, 1985 I and the other officers were elected for a second term. Again our Vice-President was to be Larry Slatky, the Secretary was Andrew L. Fenelly, and Jim McCall continued as Treasurer. Added to the Board were Joseph Mash, John Posey, and Karen A. Struve, replacing Loretta Cabal, Sister Michael Sibille and Harvey Young.

## Financial Solvency

Our next Foundation's Directors meeting was convened October 22, at the College's national offices at Bethesda, Maryland. When it came time for the Treasurer's Report, Jim McCall said, "The Foundation is financially secure as a result of the College absorbing the Library's expenses and passing the new dues structure."

Plans were being made for Convocation programs for the 1986 gathering which would meet in San Diego, including golf and tennis tournaments, art auction, fun run and speak-easy party. Robin Grossfeld was appointed Executive Secretary to the Foundation.

At our meeting of the Foundation Board of Directors in Florida, March 20, the membership committee reported a major effort would be made to request all Chapter Presidents to appoint a Foundation Chairperson. The *Foundation Focus*, a new Foundation newsletter was about to make its debut.

We were given an update on research projects from Executive Vice President Kathleen Griffin who announced that among other efforts the Foundation was co-sponsoring a "Role Delineation Study" with the National

Association of Boards of Examiners of Nursing Home Administrators. A proposal was submitted to the Retirement Research Foundation to fund a project on the efficacy of using physician extenders in nursing homes. The Foundation submitted a financial and narrative report to the W. K. Kellogg Foundation for the "Professional Practice of Nurse Administrators/Directors of Nursing in Skilled Long-Term Care Facilities."

## Office of Immediate Past-President Created

Officers for the 1986-87 year were chosen. Larry Slatky was elected President, Andrew Fennelly, Vice-President, Karen Struve, Secretary, and Floyd B. Rhoads, Treasurer. Our two new Board members were to be Marcia Stevens and Jean Glanz, and James McCall was elected for another three year term on the Foundation Board.

Much to my surprise Larry Slatky moved that our Foundation Executive Committee be expanded to include the office of Immediate Past-President of the Foundation not to exceed a one-year term, to function as an ex-officio member with no voting rights. Andy Fennelly made the second and the motion was approved.

## San Diego Convocation, 1986

The Convocation was held in my home diocese of San Diego in late May and the mood at our annual meeting of the Foundation membership was upbeat. I presented the second annual Leon I. Gintzig award to Mr. Henry Norris, a graduate student at George Washington University. We had a spirited "Great Hour of Giving" led by Dr. David Oliver. The Art Auction was fun thanks to the ebullient delivery of Brian Jaffe. I was presented with a fine plaque for my years of service on the Foundation Board which hangs in my office today.

The final meeting chaired by me was called to order on Wednesday, May 28, 1986. Reports were made on present and future research projects.

Our Treasurer, Jim McCall, stated that we had a balance in unrestricted funds in excess of \$86,000, and more than \$22,000 in restricted funds. From almost certain bankruptcy we had gone to solvency in two years and the possibility of a healthy future. I was grateful to have been a part of the Foundation during those years and recognize its importance in the life of the American College of Health Care Administrators as its education and research arm.

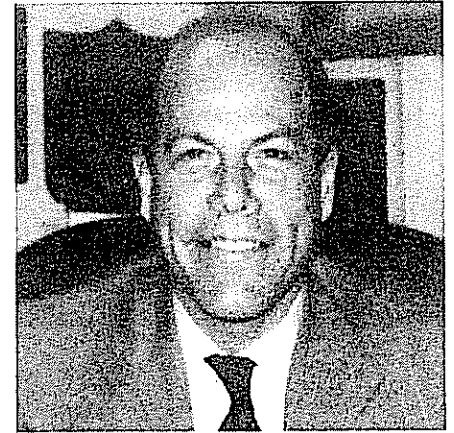
I extend my heartfelt thanks to all of the board members and member volunteers who helped to make my two years as Foundation President successful, and wish only and always the best for the Foundation and the College. It was a privilege and an honor to serve the Foundation and the College, and of that I shall always be proud.

## My Year as Foundation President, 1986-87

By Larry Slatky, CFACHCA

### The Foundation in the Mid-80s

The Foundation accomplished a great deal during the mid-80s and as President I was proud to have been a part of its success. Many fundraising programs were created and the funds raised enabled the Foundation to conduct research projects in unprecedented numbers and outstanding quality.



The Foundation has become the vital backbone of our profession, for without continuous and ongoing research and publication we would have only a pretense of a profession. The Foundation helps to assure that we will continue to grow and develop as a profession, that we will attract dedicated and capable administrators, and that we will continue to find new and better ways to care for the elderly and chronically ill.

During my presidency I considered it my primary mission to strengthen the Foundation and assure that it received appropriate recognition. At the time of my appointment to the Board the Foundation had little money and there was some discussion of dissolving the Foundation and of letting the College absorb its functions. I was very determined never to let that happen.

In my view the maintenance of two separate identities was essential as a basis for both the College and the Foundation to succeed. The Foundation provides research and publication while the College provides various services to its members such as library services, education, public affairs, and other programs. It was my mission to increase the awareness of our members of the Foundation and its all-important functions. It was generally understood that I would do everything ethical and within my power to assure the Foundation's survival. In strengthening the Foundation we were strengthening our entire profession: clearly, it was in everyone's interest to see the Foundation survive.

During my year as President the Board was very successful in obtaining research grants -- much of this success was the result of efforts by Ann Marie Rosewater and Dr. Kathleen Griffin, both of whom literally made things happen. They worked full time in obtaining funds and were truly instrumental in turning various proposals into reality. Both the Board and I would want to restate here our sincere appreciation for their hard work and accomplishments.

## Research Studies

The Foundation started two landmark studies in 1987 which carried special significance for administrators and for long term care patients and residents.

*The Professional Nursing Compensation Study.* The Foundation surveyed 4,000 nursing homes to determine the differential levels of administrator salaries and benefits across the country. Many people struggled to obtain funding for this study, knowing that the Foundation and the College must reflect and represent our members, the administrators who make up our profession, and who ensure the best possible care for long term care patients and residents. The study was completed and widely distributed, but much more must be done: it must be updated every three years or so in order to serve as a continuing guide to owners and operators on the changing profile of our profession and its compensation and benefits.

*Efficacy of Using Physician Extenders in Nursing Homes.* This study was generously funded by the Retirement Research Foundation, and addressed the increasingly critical issue of physician shortage in the US. Previously there was little empirical evidence to support the growing belief that physician assistants (PAs) and Nurse Practitioners (NPs) could improve long term care in a cost effective way. The survey evaluated doctor and administrator attitudes toward physician extenders and the experience of states that have recognized these new professions and provided appropriate medicaid reimbursement for their services.

The results of the study indicated an overwhelming need for Medicare reform with respect to these two new budding professions. If more states could recognize these two practitioners as professionals, long term care patients and residents would ultimately benefit in receiving better care. Although the Foundation completed its job, much more needs to be done to assure that this survey is made available to various governmental agencies whose actions and decisions affect the quality of health care throughout the country, and that the conclusions of the study are indeed implemented by federal and state agencies.

*Fund Raising.* During my tenure the Foundation elevated fund raising to a fine art and succeeded in raising more funds than ever before. Fund raising became a way of life for the Foundation. Yet it is a sad fact that some people want no part of this vital and important activity. As a voluntary organization inevitably we must raise money for the work we set out for ourselves. All of the major organizations involved in research and education subsist on dues and donations, as we must also. For us to ignore this reality would push our dues structure through the roof, or diminish our services level to insignificance; in either case our profession would inevitably stagnate. Raising funds is not just one person's responsibility -- it is a team effort of the entire membership that determines whether our profession will grow and prosper or die on the vine. It is only reasonable that we all pitch in on a task that is so very near and dear to all of us.

During my presidency I initiated and developed a variety of fund raising programs. The following is a brief description of some of them.

*Foundation Benefit.* The Foundation Benefit used to be our main function at College annual convocations. Registrations were for the convocation and administrators paid an additional fee for the Foundation Benefit. It was a hard fought battle to change this sequence of events, but I realized that the benefit offered an unique opportunity for the Foundation to achieve the recognition it deserved and which was essential if it were to accomplish its mission.

There was widespread disagreement with my views. The opposing view was that most members would not want to attend the benefit, and the College would be wrong in forcing them to pay for an event they had no wish to attend. The battle wore on for a year, but finally the College incorporated the benefit fee into the convocation registration package. Now everyone attending the convocation signs up for the benefit and attendance often runs as high as 500 members. Whether it is ice skating, dancing, or something else, the Foundation Benefit is always a fun evening.

The Foundation is also a dominant presence at the annual convocation banquet in other ways as well. Typically the Foundation now has four or five major functions as the convocation progresses, including raffles, fun-run-walks, life member receptions, and much more. Also, the Foundation Board now convenes while the convocation is still in full swing and attendance is now much greater than ever before. Today, the Foundation President sits at the dais with the College Board of Governors as a natural event, but for 20 years the



Foundation President has sat in the audience during the entire convocation<sup>1</sup> -- and it took me nearly a year and a half to convince the convocation committee that our presiding officer belonged on the dais with the same recognition as that accorded to Governors of the College. At last the Foundation is no longer the College's stepchild but an equal partner in the nurturing of our profession.

*The American Series.* Region II started the American Series in 1985 with a five-day seminar for administrators and long term care personnel at the Marriott Hotel in Barbados. This was the College's first resort seminar.

I flew to Barbados, chose the hotel and signed the papers, much to the chagrin of some College leaders. I was just supposed to research the facilities for an American Series seminar and not to contract for an entire event. Fortunately for me and the College the event was a success, with 35 people attending. Half of the net went to the College, half to the Foundation. Since then other chapters have jumped onto the bandwagon and have sponsored their own symposia. Chapters have offered such events in Bermuda, Mexico, Florida, and Arizona as well as cruises aboard the QE-2. The American Series remains a wonderful example of what chapters can do for the Foundation.

*Foundation Membership.* In 1980 the Foundation had only about 50 members, but we now boast more than 500. A lot of this increase has been the result of fantastic membership drives on the part of the chapters. Before my years as Foundation President I chaired the New York Chapter Convention Committee in 1985, and I came up with an offer most people could not refuse -- everyone attending the state convention would become Foundation members automatically. We simply funded their memberships from the gross proceeds of the convention, thus setting up a mechanism whereby people could recognize the Foundation and take an active part in its activities. Today many chapters continue to play pivotal roles in the vital membership drives of the Foundation.

## Fund Raising for National Headquarters

Without doubt one of the most important events of the 1980s was the purchase and opening of the College national headquarters in Alexandria,

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<sup>1</sup> Although Mr. Slatky's experience may have been so, during many of the convocations prior to his presidency the Foundation President was an *invited* dignitary at the dais during convocation proceedings, and prior to 1981 the Foundation President was by tradition the Immediate Past President of the College.  
-- *The Editors*

Virginia. This headquarters office building now symbolizes our 25 years of achievement. The Foundation was expected to fund its own office space, and I saw this an opportunity for additional recognition for the Foundation. Our board voted to raise \$150,000 over a three year period to meet this obligation, as we felt that if we could not pay for our own offices, we might as well be absorbed by the College.

At that time, the College had a 'Builder' program with recognition for any person or organization donating \$12,000 or more, in the form of a plaque with their names inscribed and hung in the national offices. On behalf of the Foundation I made a slight change in that anyone donating \$2,000 or more would share a plaque with five other persons for a total donation of \$12,000 or more. Participants would also receive public acknowledgement at the annual convocation as well as publicity in the national and local newsletters and in the convention journal. Within six weeks this program raised a total of \$24,000. It was a pleasure to note that we met our commitment that year. But we must continue to raise funds with which to secure matching commitments for research grants and contracts, and apathy continues to be our biggest foe and threat to our progress and our profession.

## In Conclusion

In retrospect it would seem that the Foundation and the College were frequently at odds during my years on the Board of Directors of the Foundation, but in reality our ideals and goals have always been the same: a stronger profession, and better care for our patients and residents. The College and the Foundation began to work in closer cooperation as my presidency was winding down, and as the Foundation revised its By-Laws to permit key College Governors and officers to sit on the Foundation Board. Both organizations benefitted by knowing more of what the other was doing. Each group could more easily work with the other, while maintaining their own individual integrity, and in joining forces both groups became measurably stronger.

My years in the Foundation have provided me with an opportunity to give back some of what the profession has given to me. My work with the Foundation taught me how to manage and motivate people, and I would not be here today had it not been that the Foundation gave me that chance to show what I could do. I am a fighter for my profession, a working administrator, and I will always be. I love my profession and I love knowing that I have accomplished something for our patients and residents. I am deeply honored to have had this opportunity to serve.

## Resume of My Presidential Year, 1987-88

By Karen Struve, CFACHCA

My one year term as President of the Foundation of the American College of Health Care Administrators began in April, 1987 and was one of the most eventful in the history of the Foundation. It involved the restructuring and meshing of the Foundation with the College through a corporate reorganization.



### Previous Lack of Focus

For several years the Foundation of the ACHCA had found itself floundering both financially and politically. Having first been recognized for its role in fund-raising, education, and research, the Foundation gradually found itself competing with other organizations in these areas, and during a period when the College itself had no representation on the Foundation board, the Foundation began to feel like it was a stepchild of the College. It did not know where it really belonged; it was lacking in focus.

The College perception of the Foundation was that of an organization constantly wanting and needing financial support, and at the same time, seeking autonomy from the influence and control of the College. Such a goal on the part of the Foundation was viewed as unrealistic and irrelevant to the primary purpose of the Foundation.

### Corporate Reorganization

A major accomplishment during my term was building and cementing the relationship between the Foundation and the College, and in particular between the two boards. To promote mutual goals and understanding the Foundation President was invited to all board meetings of the College. Mutual feelings of support and cooperation began to develop between the two groups.

The existing structure of the Foundation was then revised in three ways: (1) Interlocking the directorates of the two boards, with the Governors-At-Large and the President-Elect of the College sitting automatically on the Foundation Board; (2) The Foundation could now establish committees with members not on its Board; and (3) Foundation by-laws were placed under the authority of all members of the Foundation, rather than just members of the Foundation Board.

## Continuation of Research

A prime objective of the Foundation was the continuation of many research projects previously undertaken, and the initiation of new ones pertinent to the goals of the College. These included the administrator wage, salary and benefit survey, the efficacy of the physician extender in nursing homes, and the national symposium on aids. Also included were planning for the Washington Research Association Symposium, the development of a conference on rehabilitation services in the nursing home and research on patient autonomy in the nursing home environment.

## New Building Fund

About mid-year in my term the Board determined that the Research Symposium should be put on hold as all efforts were being focussed on a fundraising campaign for the new office building. The College had located a new building in Alexandria, Virginia and the Foundation was committed to raising \$150,000 towards the down payment, at \$50,000 per year for three years beginning in 1988.

A major event of the year was the first Foundation orientation program at the Annual Meeting of the College. Sponsored by the New York State Chapter of the College, a manual of the history and objectives of the Foundation was prepared and presented to all Foundation state chairpersons at the convocation.

## New Promotional Materials

A new promotional brochure, and new masthead for the newsletter, and a new logo for the Foundation were all designed to increase the Foundation's exposure and improve its image with College members. In addition, an article that appeared in *Today's Nursing Home* in October, 1987 depicted the Foundation as a professional organization in a most favorable light.

The Foundation fund-raising committee also sponsored the Great Escape Raffle and raised \$10,000 for additional funding support for the national research agenda. In order to further support this agenda the Foundation participated in a meeting sponsored by Ross Laboratories that included key representatives of other long term care foundations such as the Retirement Research Foundation and the Foundation for Long Term Care.

## New Life Members

At the 1988 convocation 65 new annual members were recruited and 45 new Life Members were added. Foundation membership retention was improved over previous years and consistent with College membership, as support continued with chapter leadership and regions of the College. Regular mailings were being made to regional and state representatives, governors, and chapter presidents. Special attention was also given to Foundation chairpersons in the form of badge ribbons and recognition at Foundation events, and to the chapter foundation effort with a new Chapter Fundraiser of the Year Award.

## New Research Projects

The first national symposium on aids, sponsored by the National Institute of Mental Health, was completed by the research staff. The Nurse Practitioners and Physicians' Assistants Committee met during the year and developed a survey instrument for investigating attitudes of administrators and medical directors as to the use of nurse practitioners and physician assistants, under the auspices of the Retirement Research Foundation.

The Foundation also surveyed some 4,000 administrators through the nursing home compensation study which included data for administrators and directors of nursing. The Advisory Committee for the Wandering Patient Study met to review and further develop the draft guidelines for caring for the wandering patient. This study was finally published in the fall of 1988.

The Foundation also completed three conferences on the enhancement of rehab services, providing the hands-on nuts and bolts training on how to start and enhance rehab services in the nursing home.

## Reflections

This Foundation year ended for my presidency with an enormously successful convocation in Cincinnati, Ohio, for which President James Farley

was largely responsible. His commitment to the Foundation was reflected in the numerous donations secured for various Foundation events and programs. These included the Riverboat Dinner Cruise from Cincinnati sponsored by Hillhaven Corporation, the Members Only Chocolate party sponsored by Westhaven Pharmacies of Cincinnati, the Foundation Exhibit sponsored by the New York Chapter, the Life Member Reception sponsored by Nursing Care Management of America, contributions from the riverboats used in the dinner cruise, and the Foundation Fun Run sponsored by McKerley Management Systems.

The convocation was very well attended, and \$60,000 was raised through the efforts of life members and new annual members. As President of the Foundation I look back on this year with a deep appreciation of the many members of the College and Foundation who helped to set the tone for their continuing commitment to both the Foundation and the College.

## My Years as Foundation President, 1988-90

By Sally Craven, CFACHCA

The Foundation of the American College of Health Care Administrators saw many changes during the two years in which I was privileged to be President, 1988-90. I had been active in Foundation fund raising events in the Ohio Chapter before moving to San Francisco, and was serving on the California Chapter Fund Raising Committee. Having been appointed by the ACHCA Board of Governors for a three year term as Director of the Foundation in April, 1987, I had served a year of my term when the Foundation Board of Directors elected me to succeed Karen Struve as President of the Foundation. I was at that time administrator of Hillhaven Convalescent Center in San Francisco. Almost simultaneously Richard Thorpe was appointed by the ACHCA Board of Governors to succeed Kathleen Griffin as Executive Vice President of the College effective May 1, 1988.



I set seven goals for my first year as President of the Foundation:

1. Complete the currently active research projects for the benefit of the profession of long term care administration.
2. Review and revise the Foundation Mission Statement and develop a long range strategic plan to guide the Foundation over the next three years.
3. Promote increased visibility and understanding of the Foundation's programs and purposes among the ACHCA membership, especially through additional activities at the Chapter level.
4. Extend Goal No. 3 to related health organizations, private organizations, and public groups.
5. Formalize the structure of the seven standing committees of the Foundation, codify their memberships and charges, and provide continuity of their membership.
6. Maintain the fiscal integrity of the Foundation.
7. Identify key topical areas and outcomes for the National Research Agenda and begin the development of appropriate methodology to achieve their objectives.

## Foundation Changes, 1988-90

As a result of several By-Laws Changes stemming from recommendations of the Long Range Planning Committee of ACHCA, the Foundation Board of Directors took on a new configuration. The LRPC, seeking ways to bring the two boards of the College and Foundation closer together had recommended, and the general membership had accepted, a proposal that the President, Treasurer, and two Governors-At-Large of the College be *ex officio* members of the Foundation Board. With this increase in the size of the Foundation Board by four members, the Foundation then scaled down the number of on-coming members until the size stabilized again at a total of nine. Board memberships were reduced to two years instead of three as a result of the By-Laws changes, but as this was seen as disrupting the continuity of the Board in 1990 tenure was changed back to three years again.

In the summer of 1989 Annemarie Rosewater, who had served as Executive Director of the Foundation since that position had been created, resigned. In the ongoing effort to further unify the College and the Foundation, the College Executive Vice President re-assumed the executive position for the Foundation as well. A new staff person Deb Callahan was added to conduct the day-to-day business of the Foundation under the overall direction of Richard Thorpe, the ACHCA Executive Vice President.

## Long Term Projects

During the 1988-89 year several long term projects were completed. Kicking off the year 1988 was the completion of the *Compensation Study for Administrators and Directors of Nursing*, which was distributed to attendees of the annual convocation in Cincinnati. This comprehensive study has been widely recognized as a useful tool for gauging compensation in both free standing and corporate facilities for administrators and directors of nursing.

Later in the year two other studies were also completed: *The Efficacy of Physician Extenders in Nursing Homes* and *The Autonomy of The Wandering Patient*.

The study on physician extenders was funded by the Retirement Research Foundation and addressed the issue of whether nurse practitioners and physician assistants could have a cost effective impact on quality nursing/medical care in the long term care setting. This study has received widespread recognition and is regarded as the benchmark study for guidance and information on these two subjects.

By the end of 1988 the second study on the autonomy of the wandering patient, also funded by the Retirement Research Foundation, was completed and published. This study has also received wide recognition within the field as a valuable text, and is in use by HCFA (Health Care Finance Administration) as a resource on the subject.

Throughout both of these years a project that was long a dream of the College and Foundation was also pursued. The National Futures Symposium, planned as a gathering of a variety of disciplines to address priority issues for future research in the long term health care field, has long been a goal of our two organizations. Over a three year period chapters and regions have raised funds for this project, and in the 1989-90 year a committee has worked diligently toward its goal, but as of that date no source of matching funds to make this project happen had been found.

In the 1989-90 year the Research and Projects Committee of the Foundation has increased in both size and responsibility. The committee was challenged to identify areas for current research and its members, with representation from the worlds of education, industry projects and services, and long term care administration, have helped the Foundation in identifying major areas for future research.

## Financial Support

In the 1988-89 year the Foundation developed a more comfortable financial position as a result of active chapter donations and a variety of other projects. In 1990 the fiscal position became especially positive and encouraging - as the memberships in the Foundation increased by two-thirds. Although we might prefer to attribute this to increased notice and visibility which is being given to the Foundation, in reality it was precipitated by the Board's request to change the billing of membership dues and make the Foundation dues more visible.

During the 1989-90 year the visibility of the Foundation was further increased through the publication of *Foundation Focus*, a separate quarterly newsletter insert for the College newsletter, *The Long Term Care Administrator*. Every ACHCA member is now kept fully apprised of the many activities of the Foundation.

And finally, at the 1990 convocation in Toronto the College and Foundation annual meetings were merged into one, with the business of both organizations conducted together. In many ways the College and Foundation

now function as a team, as is the basic intent of both organizations.

The Toronto convocation was the highlight of the year for 1989-90, which would conclude my two years as President. This was also our first convocation on Canadian soil. For the three previous years the Foundation had also hosted a special reception to honor its life members. These members have each paid the sum of \$500 for membership in perpetuity, and have thus demonstrated their unwavering commitment and loyalty to the Foundation. One of our new sponsoring affiliates, The Lumex Corporation, sponsored this event in Toronto.

Over the preceding two years the Foundation had developed a long range plan, completed several research projects, started new ones, and began development of the National Futures Symposium. In addition, we had substantially increased our membership rolls.

### National Futures Symposium

In the early part of 1989 I announced on behalf of the Foundation a priority project -- to plan and secure funding for a major national symposium on the future of long term care. A steering committee consisting of Chairperson Dennis Sullivan, CFACHCA and an ACHCA past president; Lorraine A. Franco, CFACHCA; Diane Horning, CFACHCA; Keith Knapp, CFACHCA; David B. Oliver, Ph.D.; Floyd Rhoades, CFACHCA; and Robert V. Siebel, CFACHCA and also an ACHCA past president, was appointed and convened its first meeting on July 17. Dr. Ann Tourigny, Director of Professional Services, was the staff coordinator working with Sullivan and the committee.

This project would bring together professionals from the many areas of expertise related to long term care, in order to identify possible scenarios for future long term care operations, map out research and educational needs to bring about the best possible outcomes from such scenarios, and conduct the symposium.

### Relection as President, 1989-90

At the 1989 convocation I was reelected as Foundation President for a second year. My goals for the ensuing year differed only slightly from my 1988 goals:

1. Promote, develop, and implement research beneficial to the long term care profession and industry.
2. Complete the development and implementation of the National

### Futures Symposium.

3. Maintain the fiscal integrity of the Foundation.
4. Begin implementation of Year 1 of the Foundation's strategic plan.
5. Continue to promote better understanding of the Foundation's purposes and programs among the membership of the ACHCA, especially through increased activities at the Chapter level.
6. Extend Goal No. 5 to all related health organizations, private corporations, and public groups.

The Foundation is now a substantial part of the professional infrastructure of the College, and assists the College in providing credibility to the professional association and guidance to the industry.

It has been a privilege and a pleasure to be involved in the Foundation of the ACHCA, and I want to express my heartfelt thanks to the Foundation Board of Directors, the members, and the Chapters of the College for their continued support and enthusiasm for the Foundation and its mission.

## History of The ACHCA Foundation, 1990-91

By Floyd Rhoades, CFACHCA

1990-91 was a banner year for the Foundation of the American College! At the end of fiscal year 1989-90, the Foundation had 588 members. As of October, 1990, the membership had grown by virtue of billing of membership fees and focusing upon the benefits of Foundation membership by 380% to 2,808 members. There were 253 life members. Because of its solvent financial position, the Foundation was pleased to make a substantial \$50,000 contribution to the building fund.



Early in my term as President of the Foundation, I established three presidential goals:

A focus on the Library (now called Information Central) of the American College of Health Care Administrators

The initiation of the first National Futures Symposium Video Teleconference

A focus on research and projects that would benefit long-term care administrators

In a broader sense the primary purpose of ACHCA and its Foundation is to raise the ever-heightening levels of expectation in LTC administrators and to recognize and honor those who achieve them.

I have observed that those who have pursued such expectations have a few basic characteristics that all of us would do well to emulate -- they have ESP (Eagerness, Sensitivity, and Perseverance). They seem to wake up every morning rip-roaring to go, and are always seeking ways to provide better services to meet residents' needs and enhance employees' careers. That is their Eagerness.

Their Sensitivity is that quality care lies somewhat in the eyes of the

beholder, and successful administrators have a generous share of compassion for others. That sensitivity is also evident in the leadership styles exhibited by them in interactions with employees, residents, and the community.

Finally, those who are successful "Keep On Keeping On." They have the quality of "stick-to-itiveness." Nothing in all creation can divert them from their strong purpose and unwavering resolve. That is their Perseverance.

## Information Central

The Foundation set a goal of raising \$250,000 for the bricks and mortar and operation of Information Central. Information Central is the most authoritative collection of long-term care publications in the world. It had, until this point, been a "lamp hidden under a bushel." The Foundation targeted sponsoring affiliates (corporations that supply products and services to long-term care providers) for contributions to Information Central. This effort was coordinated with the overall building fund effort.

The Foundation Board has authorized expenditures in three directions to accomplish our revitalization of Information Central:

1. The Library resources will be reorganized and all backlogged materials catalogued.
2. A data base will be created and fully automated.
3. A contract for bibliographic services will be let, based on 20 hours per week.

## National Futures Symposium Video Teleconference

On January 24, 1991, a historical event occurred in the life of the American College of Health Care Administrators. The first nationally telecast Futures Symposium was held at 13 sites with more than 400 participants. The theme of this first teleconference was "Financing Long-term Care in the 1990s." A panel of three national experts on long-term care financing and a responder panel of 5 representatives from ACHCA, the American Health Care Association, the National Coalition for Nursing Home Reform, the American Association of Homes for the Aged, and the Medicaid Office of the District of Columbia participated in the four hour interactive video teleconference. The feedback was phenomenal and the event served as a catalyst for future educational endeavors of the College.

## Research and Projects

The Foundation, based upon a survey conducted of the College membership, determined that there were three priority areas for future research topics for the 90s:

1. Quality of life for our residents
2. Educational programs for families and potential residents who are making the nursing home decision
3. Nurse recruiting and retention

The Research and Projects Committee and the staff for the Foundation worked tirelessly to establish and develop linkages with other organizations in the long-term care arena to research these critical topics. Specific research projects that were developed during 1990-91 were: "Recruitment and Retention of Staff"; "The Nursing Home Decision"; "Professional Nursing Home Compensation Study"; and "Work Re-design for Nursing Homes." The Board also has requested the staff to update the Foundation's landmark compensation study, which was funded from the Life Membership Reserve budget. It is expected that this update will also include not only directors of nursing but also nurses, and corporate middle management positions such as regional directors of operation.

Finally, at the Board meeting in Tampa in February, the Board voted to utilize the interest accruing from the Leon I. Gintzig Fund to develop and perpetuate student chapters in the College. The fund was established to commemorate Dr. Gintzig's contribution to the education of health services administration students through an annual memorial award for demonstrated scholarship by a student or students in long term care administration.<sup>1</sup>

At the beginning of my term, 1990-91 it seemed appropriate to make an assessment of the needs of long term care in the future. The issues that face us are multi-faceted and are generated from many sources. For so many reasons, there are so many needs for so many people, for so many reasons, and with so few resources allocated, and with so little societal interest generated,

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<sup>1</sup> Dr. Gintzig was Chair of the George Washington University Department of Health Care Administration, from 1965 to 1979.



that it boggles the mind.<sup>2</sup>

When it comes to quality provision of services for the elderly and disabled, the question is clear: "How can so few with such limited resources be expected to do so much for so many with unlimited demands and expectations?"

The answer lies directly in the lap of the professional long term care administrator. The last of the renaissance managers, the administrator is expected to possess wide interests and expertise in every area of service provision:

Accountant	Bookkeeper	Counselor
Decision-maker	Empathicist	Facilitator
Guru	Hand-holder	Innovator
Jester	Keystone	Listener
Maestro	Negotiator	Organizer
Planner	Quality-controller	Regent
Sage	Trouble-shooter	Uncle (Dutch)
Valet	Warden	X-factor
Yea-sayer and	Zealot	

Such a person is not born, he/she is developed. And the future demands the continued development of such leaders in long term care.

The next ten years will be critical to the survival of the long term care industry. The decade will present problems more complex than we have previously faced. Alternate choices will continue to compete with nursing homes for patients. At the same time, the development of additional community and home based settings and the continued improvements in medical technologies will present long term care providers with the challenge of considerably greater medical complications. In addition, growing public concern for quality care in the long term care setting and the costs associated with this will directly clash with budget deficits on both state and federal levels, along with the public's usual aversion to additional taxes. The issues of a dwindling work force, changing demographics, and additional regulations and regimentation will create a situation which appears gloomy, at best.

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<sup>2</sup> This sentence and the paragraphs immediately following are taken from *Foundation Focus*, "A Note From the President," Vol. 5, No. 1, Winter 1991 by Floyd Rhoades.   
--The Editors

Although this scenario appears inevitable, it need not be so. The opportunity is available to mold our future and that of the industry if we as long term care professionals take action to manage the future constructively. The days of the "reactive" approach to critical issues must make a hasty exit as the industry's need to become more proactive to its problems and issues emerges. The issues will not go away. The only way long term care can mold its own future is by becoming an active participant in it.

And so it is critical that we not waste time and energy because of a lack of focus and definition.<sup>3</sup> Verbosity, pontification, procrastination, ambiguity, and meaningless meanderings divert our fiscal and physical resources and cause us to be less effective than we need to be.

The Foundation has indeed come of age during 1991 and will provide the dynamic leadership that is necessary for assuring quality care for the residents who entrust themselves to our professionalism. I am proud to have served such a group of professionals as President.

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<sup>3</sup> This paragraph is taken more or less verbatim from *Foundation Focus*, "A Note From the President," Vol. 5, No. 2, Spring 1991, by Floyd Rhoades.

--The Editors

## Part III

### The Past Decade and the 1990s

## American College of Health Care Administrators: The Decade of the 80s

By Dr. Kathleen M. Griffin ,  
Executive Vice President, 1983-  
88,; and Mr. Richard L. Thorpe,  
Executive Vice President, 1988-  
Present.



As the new decade began on January 1, 1980, members of the American College of Health Care Administrators and other nursing home administrators cared for more than 1.8 million persons in long term care institutions. Little did these members or their leaders realize that the 1980s were to become among the most turbulent and challenging decades ever experienced in long term care. As the years unrolled during the 1980s, College members were to see increased regulation and consumerism, continued negativity in public perception, competition from acute hospitals, Medicaid funding cutbacks, specialization within nursing homes, and the advent of long term care insurance. The "College", as the American College of Health Care Administrators became known among its members, served a vital role in leading long term care administrators through this tumultuous decade.

### 1980 --1985

At the beginning of the new decade of the 1980s, the College was called the American College of *Nursing Home* Administrators. The focus since its inception had been on education and standards of quality. The College's education programs, which included seminars as well as a series of self study programs developed in 1978, were lauded among the industry for their excellence. As a professional society, the College published the *Journal of Long Term Care Administration*; maintained a library which was funded by the Foundation; and, supported an active awards program recognizing outstanding administrators.

One of the most noteworthy programs of the College at the beginning of the decade of the 1980s was the certification program. Begun in 1975 with

a major grant from the Kellogg Foundation, the certification program was fully implemented in 1980 when Bylaws were changed to recognize "certified members" at the Convocation in Seattle. The Convocation in Seattle ended a successful year under the leadership of President Nicholas Demisay, CFACHCA. He had initiated a national advocacy program, which included College position statements on two major issues: national health insurance, and nursing home surveys conducted by the Health Care Financing Administration. President Demisay also had encouraged member participation in the College by opening membership participation in national committees by eliminating the nominee status.

The College's leadership in educational programs was reflected in the income statement for 1979-80, wherein dues accounted for 53% of revenues while educational programs, including the Fall Symposium and Spring Convocation, accounted for 44% of revenues. Despite the increase of dues and non-dues revenues over those of the previous year, there continued to be a deficit at year end.

The 1980-81 year began under the leadership of Dell Hagan, CFACHCA, who focused on four issues: the Health Care Financing Administration's Revised Standards of Participation for Skilled Nursing Facilities and Intermediate Care Facilities; national health insurance; the nurse shortage; and, Canadian members. Relative to the last issue, there was only a single chapter for all of Canada and it was the hope of the College leadership that there would be greater participation in the College by Canadian members.

The year began with key national office staff in place: Albin Yokie as Executive Vice President; Robert Burmeister, Ph.D., in charge of professional affairs; Werner Goldschmidt, as the financial director; and, Kaye White, as convocation manager. During the 1980-81 year, Susan Allen joined the staff as Director of Member Services.

Two compelling issues, national health insurance and regulations outlining revised standards of participation, resulted in the establishment of regular monthly meetings among the chief staff executives of the College, the American Association of Homes for the Aging, the American Nursing Home Association and the National Council on Home Health Care. Although these legislative and regulatory issues forced the College to focus on governmental affairs, education remained the strongest emphasis of the College, with a highly successful Fall symposium in Las Vegas. Certification seminars also were well attended as the excitement about the new certification program was felt throughout the membership.

Under the leadership of Dell Hagan, the College drafted its first mission statement. The Foundation continued seeking and receiving grants, including a three year grant from the Kellogg Foundation in the amount of \$260,000 to develop a similar certification program for nursing administrators in long term care facilities.

The College's financial picture was not as rosy as that of the Foundation. The College continued to suffer a budget deficit. When attempts to raise dues by \$20 at the Miami Convocation in the Spring of 1981 failed, the Board of Governors approved a \$20 membership assessment so that the College could continue to offer its programs to meet the needs of the members. Although the number of participants at the Miami Convocation was smaller than expected, there was great celebration as the first certified members were honored. Andy Fennelly, CFACHCA, as elected President and George Molloy, CFACHCA, President-Elect, began the 1981-82 year.

The significant drop in membership between 1979 and 1981 compelled the College to undertake a number of activities designed to increase the value of the College to its members. A more sophisticated governance structure which included position descriptions of officers and executive committee members as well as a Council of Committee Chairpersons was established. Data processing services in the national office were enhanced in order to increase the frequency of membership reports. The College took increasingly aggressive action on national matters important to administrators. For example, the College actively supported deemed status by the Health Care Financing Administration of nursing home accreditation by the Joint Commission on Accreditation of Hospitals; and, facilitated the development of a single national licensure examination by the National Association of Boards of Examiners of Nursing Home Administrators. Activities to achieve reciprocity by state licensure boards for the College's certification program also were initiated.

The College continued its educational programs and a history of the College, developed by Dr. Carl Becker, was published. The *Journal of Long Term Care Administration* was redesigned.

During that year, the Foundation was awarded another monetary grant: this time to develop an educational faculty. At the Convocation held in Boston in 1982, the first marathon for the Foundation occurred. The marathon eventually was converted into a "fun run/walk" and became a major fund raising event for the Foundation each year thereafter.

The Boston Convocation heralded the first "nurses day", with 50 nurses

registered. Due to the resignation of George Molloy as President-Elect, Robert Schlicht, CFACHCA, was elected President and Dennis Sullivan, CFACHCA, was elected as President-Elect for the 1982-83 year.

The multiple accomplishments of the previous year, however, had not significantly increased the membership. The College had suffered a reduction in the number of participants in educational programs as well. Dues accounted for an increasing percentage of the overall revenues at 65%, while non-dues revenues fell to 35%. At the Boston Convocation, the membership passed a dues increase to \$160 per year. The fiscal year also was changed from May 1 - April 30 to July 1 - June 30 in order to allow for dues changes which occurred at Convocations to be implemented.

The 1982-83 year began with strong emphasis on certification and education. A major hallmark occurred in that year when the number of certified members reached 100. However, the continued downturn in the number of participants in educational programs was reflected in a poorly attended Denver symposium. As a result, it was agreed that in the future, the American Series would replace the symposia.

In an effort to increase non-dues revenue, after much debate, the Board of Governors approved that the mailing list of College members could be rented out to suppliers. Other major events in 1982-83 included a study of the site for the national office, resulting in a recommendation that it remain in the D.C. metropolitan area; and, the development of an implementation plan for the mission statement which had been adopted the previous year.

It was at the Convocation in Minneapolis in Spring, 1983 where three major events occurred. First, the College changed its name from the American College of Nursing Home Administrators to the American College of Health Care Administrators. Second, the Professional Certification Committee was formed with representatives of the profession, employer groups and the public. Third, the Board of Governors of the College adopted a policy supporting a two year formal education program after high school as the entry level for nursing home administrators to be effective by 1986; and four years of formal education after high school as the entry level by 1990. The only dismal note as the 1982-83 came to an end is that the College had experienced another deficit year, despite the dues increase of the previous year.

The 1983-84 year began under the leadership of President Dennis Sullivan, CFACHCA, and President-Elect Robert Siebel, CFACHCA, with four stated goals: 1) continued development of the strategic plan, 2) improvement in the quality of educational programs, 3) a member needs assessment and 4)

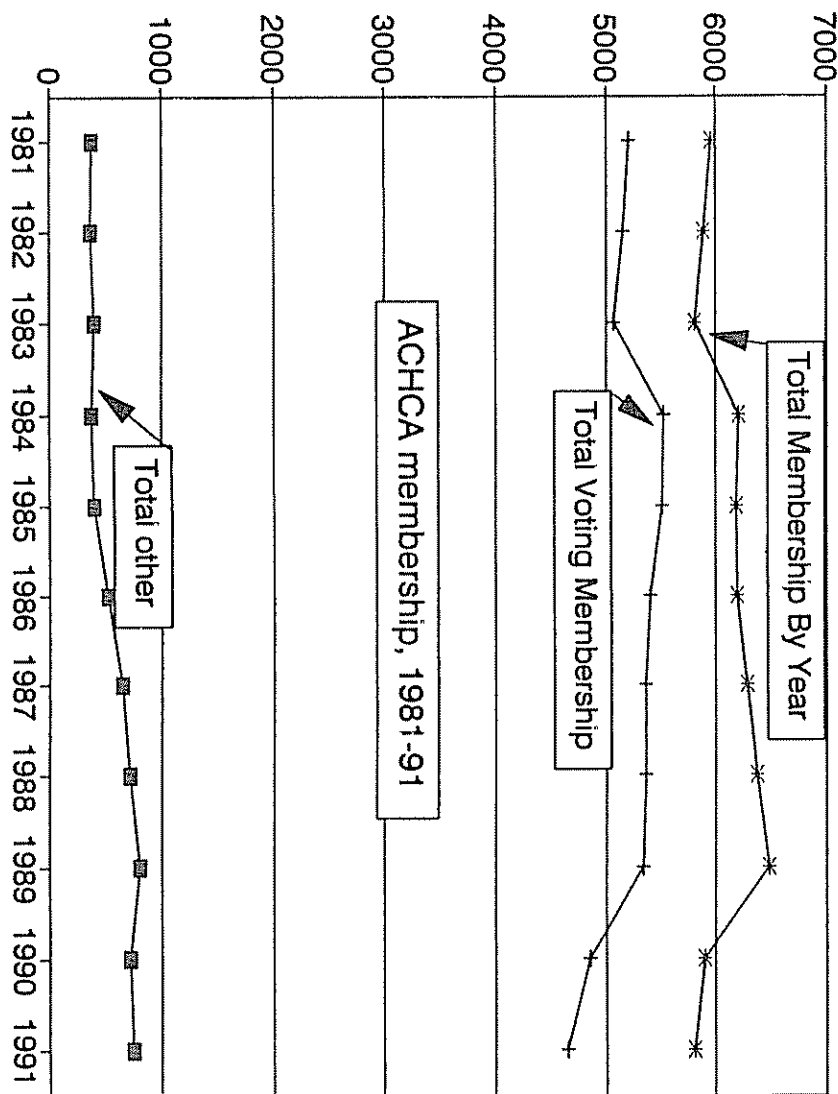
## ACHCA Membership 1981-91

	Active	Fellow	Assoc.	Fac.	Stud.	Hon.	Inact	Vote	Non-Vote	TOTAL
Jun-81	4,108	1,099	373	*	212	10	153	5,207	748	5,955
Jun-82	4,033	1,120	364	*	220	10	137	5,153	731	5,884
Jun-83	4,050	1,017	345	*	242	18	140	5,067	745	5,812
Jun-84	5,525	**	300	17	224	19	123	5,525	683	6,208
Jun-85	5,515	**	262	18	262	17	104	5,515	663	6,178
Jun-86	5,402	**	271	22	365	19	112	5,402	789	6,191
Jun-87	4,360	999	261	38	493	19	108	5,359	919	6,278
Jun-88	4,394	963	296	37	528	23	129	5,357	1,013	6,370
Jun-89	4,433	906	338	50	601	25	131	5,339	1,145	6,484
Jun-90	3,979	879	319	52	541	13	116	4,858	1,041	5,899
Jun-91	3,831	819	408	50	584	9	107	4,650	1,158	5,808
Average	5,221	***	347	***	388	17	124	5,221	876	6,097

\* Faculty members included in Associate member statistics for FY1981-1983.

\*\* Fellows included in Active Member statistics for FY1985-FY1986 statistics.

\*\*\* Fellow and Faculty statistics included in Active and Associate average figures, respectively.



national recognition of the professional certification program. In that year, a member needs assessment indeed was conducted. Robert Burmeister and Robert Siebel effectively promoted the professional certification program to other organizations. Siebel was elected to the Professional and Technical Advisory Committee on Long Term Care for the Joint Commission on Accreditation of Hospitals. Robert Burmeister made a presentation to the Institute on Medicine as a part of the study of the quality of nursing homes for the Health Care Financing Administration. And, as negative public perception and increased regulations became more onerous, the College also adopted a resolution in early 1984 encouraging its chapters to undertake advocacy programs on behalf of nursing home administrators.

Within the national office, one of the key staff members, Werner Goldschmidt, resigned in 1984 and was replaced by Harry (Sandy) Kabernagel, Jr.

The 1983-84 College year ended with a highly successful Convocation in Hawaii with excellent attendance and net income. For the first time in many years, at the end of the 1983-84 fiscal year, the member equity deficit was converted into a positive member equity of \$3,500.

Under the leadership of Robert Siebel, the 1984-85 College year began with a strong chapter development program along with fiscal austerity. Expenses were carefully monitored and committee meetings reduced to one per year. In December, 1984, a new chapter, the first in many years, the Idaho Chapter, was established through the efforts of Robert Siebel.

With careful financial management, the College leadership was able to look toward the possibility of owning its own building in the future. The purchase of a building in Rockville next to the American Occupational Therapy Association (AOTA) was considered and a building fund raising committee was established; however, it was decided after careful consideration that the building would not be suitable for the College.

The College continued activities to enhance the profession. It formally defined the "Director of Nurses" responsibilities in nursing homes and began discussions to define specific characteristics of the long term care administrator, as reflected in the College's Standing Rule One. A study by the two Governors-at-Large recommended geographical restructuring of some of the regions and the chapters, in order to inspire greater involvement of Canadian members.

The College leadership also began discussions about their concerns of lack of advancements to fellowship, although the certification program continued

to attract members. When the Foundation ran out of funds in the 1984-85 fiscal year, the College leadership agreed to underwrite the expenses for the library and the completion of the current research projects.

Following the resignations of Albin Yokie and Robert Burmeister, Kathleen M. Griffin, Ph.D., CAE, began in February, 1985 as Executive Vice President of the American College of Health Care Administrators.

The Convocation in April, 1985 in Las Vegas, Nevada, was an overwhelming success, resulting in the largest net income ever, primarily through a larger number of exhibits and the greatest number of member and spouse attendees in the 1980s. A "Great Hour of Giving" was begun by the Foundation and \$36,000 was raised. Also at that Convocation, the first breakfast for executives of nursing home chains was held to urge them to support membership of their administrators in the American College of Health Care Administrators. Membership approved a dues increase to \$185 annually. The successful Convocation and the fiscal austerity program resulted in net income for the College at the end of the year of \$98,152. This was only the second time in many years that there was a net income at the end of the year.

## 1985--86

The next years were active ones for the American College of Health Care Administrators. The new 1985-86 year began under the leadership of Mardell Brandt, CFACHCA, President and Mark Finkelstein, CFACHCA, President-Elect. In May, 1985, the College moved its headquarters offices from an unattractive site over a Shakey's Pizza Parlor in Bethesda to a professional office building at 8120 Woodmont Avenue, Bethesda, Maryland.

The new national office administration put a strong management team in place. In addition to Susan Allen, Director of Member Services, Ann Tourigny, Ph.D. served as Director of Professional Affairs; Sandra Wright as Director of Education and Conventions; Frances Shuping as Publications Manager; and, Dennis Matos joined the staff later in that year as Director of Finance and Administration.

Reflecting the priorities of President Mardell Brandt and President-Elect Mark Finkelstein, the College embarked on an aggressive program to improve professional recognition and to advocate among federal and state regulatory bodies, as well as national media, on behalf of long term care administrators. A new collaborative spirit was established with the National Association of Boards of Examiners of Nursing Home Administrators through the respective

executive vice presidents. As a result, the Foundation of the American College of Health Care Administrators was able to serve as co-sponsor of the major role delineation study of nursing home administrators. The College's officers and executive staff took on assertive roles in providing input to federal agencies about forthcoming regulations or about issues that were important to long term care administrators. These agencies included the Health Care Financing Administration and the National Institute on Mental Health. The College's advocacy efforts extended to consumer organizations such as the National Coalition of Citizens for Nursing Home Reform and Self Help for the Hard of Hearing. Related professional organizations, including the American Hospital Association, the Association of Western Hospitals and the Health Care Financial Management Association, began to recognize the College as a major player among health care associations.

The College's Advocacy Committee initiated its most aggressive program ever. Through surveys of the College membership, the Advocacy Committee was able to provide representative input which helped shape the Health Care Financing Administration's Patient Care and Services Survey. Other efforts of the Advocacy Committee had landmark effects on the profession. Specifically, former President Robert Siebel, a member of the Advocacy Committee, served as an expert witness in defense of an administrator who was threatened with losing his license because of a facility related problem. Another landmark action of the Advocacy Committee prevented the Pennsylvania legislature from imposing a capricious requirement for punitive action on administrators when facilities were found to be out of compliance with state licensure laws. This latter event was effected through the development of standards of practice for the professional administrator which allowed nursing home administrators to be judged by state licensure agencies on the basis of professionally accepted norms of practice as established by the American College of Health Care Administrators.

When a major television network showed a film that was extremely pejorative to nursing home administrators, the College began a letter writing and telephone campaign to correct the mistaken perceptions that could have resulted from these films.

An extensive member outreach program was initiated in the 1985-86 year. In order to improve the quality of services to members, new programs were initiated, including an improved insurance program available to members. In addition, as members expressed greater needs for nuts and bolts information to assist them in being competent nursing home administrators, the library was converted into an active Information Central, which provided on-line data and assistance to members as well as a new series of timely materials for

administrators, called the Administrator's Reference Series.

The leadership of the College put renewed efforts into chapter linkage. Officers and executive staff members began visiting individual chapters whenever they traveled within the United States or Canada. A successful series of leadership development seminars was held throughout the country for chapter leaders. The Utah Chapter, which had been nearly defunct, was revived through the chapter outreach efforts.

While expanding its programs in professional recognition, advocacy, chapter outreach and member services, the College continued its strong emphasis on standards and education. A cadre of facilitators was trained to provide the "MNHO Workshop", the advanced certification workshop which was required to achieve the status of certified nursing home administrator. Attempts to achieve reciprocity by licensure boards for certified members and nursing home administrators were revived and enhanced.

In response to a trend of role diversification among administrators, the College developed a new American Series which involved an advanced five day curriculum held at a resort location. This new American Series was well received by members who found themselves facing daily challenges to meet new regulatory requirements.

As the 1985-86 year drew to a close, the College prepared for another exciting Convocation, which was held in San Diego in May, 1986. The Convocation boasted a number of firsts. Again, the exhibits had grown in number. Convocation sponsorships of events by the suppliers was initiated. And, this Convocation sponsored the first of the very successful Public Sessions, wherein nationally recognized speakers drew members of the public to this special session. The first Public Session in 1986 featured Author and Lecturer, Professor David Oliver from Kansas.

The highly acclaimed Convocation ended another successful financial year for the College, with a net income of \$69,000. The level of non-dues revenues had increased from 35% to 37%.

## 1986--87

When the new College year with Mark Finkelstein, CFACHCA, as President and Richard Thorpe, CFACHCA, as President-Elect began, the leadership prepared itself for another series of challenges brought about by negative national publicity about nursing homes and nursing home

administrators.

While College members were still reeling from the negative publicity generated by a television show that put nursing homes in a very bad light, members found themselves defending their profession once again when a pejorative review of nursing homes entitled *The Heinz Report* was published, followed shortly thereafter by the publication of the study by the Institute on Medicine which focused on areas for improvement of patient care in nursing homes.

The newly elected College leadership embarked on an advocacy roll that was stronger than ever in the past. A response by President Mark Finkelstein to the television program's attack on nursing homes was sent to over 500 major newspapers in the United States. President Finkelstein was quoted several times in the *Washington Times* and on the front page of *USA Today*. Two landmark position statements for the profession were adopted by the College: one supporting voluntary quality assurance programs such as the College's Professional Certification Program and Standards of Practice in lieu of ever increasing federal and state regulations; and, the other insisting that all those who manage long term care beds must at least meet standards now in place for nursing home administrators to assure quality care to those entrusted to their care.

While effectively handling the crises that emanated from the negative media regarding nursing homes, the College's leadership began a strategic planning program to assure a viable future. The first strategic plan for the College, reflecting input from the membership, was developed and adopted as the cornerstone for the next three years of College activities.

In keeping with the presidential goal for strategically positioning the College and its members for the future, the College's education programs were strengthened. A new education handbook was developed and provided to chapter presidents and education committee chairmen so that the chapters could select updated, state-of-the-art programs. The self study programs were updated, using new technologies, including audio tapes. Two highly successful American Series seminars, five day programs covering advanced information on timely topics, were held in resort areas and well attended.

The College's fundamental focus on education and standards was exemplified with the updating and upgrading of the certification examinations to better assure their relevance, reliability and validity in measuring professional competencies. A grant which continued over the following years from Proctor



and Gamble was utilized for this purpose. In order to leverage the interest in the College's certification program, individual visits were made by the College's leadership to multi-facility nursing home chain executives to request their support of certification, membership and participation in the College of their administrators. Three of the five largest nursing home chain executives agreed to the request, and certification seminars were held on site for these nursing home chain's administrators.

The major expansion of the College's programs during this presidential year required financial support. An aggressive non-dues revenue development campaign was started, so that dues could be held at their current level. The new Sponsoring Affiliate Program allowed suppliers to make a financial contribution and become partners in enhancing the professionalism of administrators through the College's programs. Sponsorships for the Convocation which culminated this extremely successful year along with other grants from sponsoring affiliates exceeded \$100,000. The national office developed a campaign to increase non-dues revenues from other sources, including advertising sales (up 60% over the previous year), mailing list rentals (up 30% over the previous year) and new subscription sales (up 66% over the previous year).

The College's now stable financial position at last allowed serious consideration of a new headquarters building which was selected by the Building Committee. A beautiful 13,500 square foot building in Old Town Alexandria, Virginia was to become the College's home in the future. The Building Fund-raising Committee began its efforts in earnest to acquire the down payment for the building.

In order to support the College in its efforts to meet the needs of an increasingly diverse membership, the new computer system that had been long awaited was installed in the national office. The College was now able to integrate its membership and financial information.

The College's Foundation had taken on a new life as well. A multi hundred thousand grant from the Retirement Research Foundation was provided to the Foundation to explore using nurse practitioners and physicians' assistants in nursing homes. Several very successful symposia on AIDS in nursing homes were conducted by the College as a result of funding from the National Institute on Mental Health. With funds that had been raised from its members, the Foundation embarked on a study of compensation of nursing home administrators. With its own staff, director and renewed financial commitment from the College and private foundations, the Foundation once again had a place in the sun. An ad hoc committee appointed to review the governing structure of the College and the Foundation made recommendation for changes that

allowed the two entities to continue to work synergistically in the future.

Throughout the 1986-87 College year, the national office and the leadership had prepared for the Silver Jubilee Convocation in 1987 in Washington, D.C. A fourteen carat gold pen was designed to commemorate the event and was made available to College members. The Silver Jubilee Convocation celebrated one of the most successful years ever for the College. The largest total number of Convocation registrants attended and particularly enjoyed the College's Silver Jubilee birthday celebration at the Public Session featuring Helen Hayes and James Brady. Both College members and the large group of the public that attended this session gathered around the two celebrities after the Public Session for autographs and to share the good feeling of celebration of the mission of the American College of Health Care Administrators.

This successful Convocation netted approximately \$150,000 in income resulting in a year end financial position for the College of \$142,959 in net income. The unrestricted fund balance was at its high level of \$360,000 and the restricted and unrestricted fund balance was at \$455,000.

## 1987--88

With new officers, Richard Thorpe, CFACHCA, as President and James Farley, CFACHCA, as President-Elect, the College continued its leadership in advocacy and professional relations, and put forth new energies into providing programs and materials that strengthened the membership's identity with the American College of Health Care Administrators as their professional society.

New position statements were adopted by the Board of Governors on the role of nursing in long term care and limitations on administrator culpability relative to facility specific problems. The code of ethics was revised and strengthened and the procedures were updated to assure that the College was enabled to accomplish its mission of assuring the highest quality of care in nursing homes.

The certification of members continued to grow as three more states recognized certification as the basis for reciprocity of licensure.

A renewed emphasis on membership was seen in the highest number of members in the decade as of December, 1987, with 6,401 members. A Resource Guide was developed and distributed to members to assist them in

easily finding position statements and other materials relevant to their professional society.

Efforts to enroll nursing home chain executives in the mission of the College and to obtain their support for participation of their nursing home administrators in College activities was enhanced when Presidential Recognition Plaques were presented to HillHaven and ARA for their leadership role in promoting quality long term care through supporting membership of their administrators in the American College of Health Care Administrators.

While emphasizing the participation of multi-facility nursing home chain administrators, the College also established a student outreach program and provided a new discounted dues program for students who had recently become administrators.

President Thorpe's goal of focusing on those served by nursing home administrators was actualized with a major campaign developed and promoted to the public called the "Visit a Nursing Home" campaign. The campaign received national publicity on cable network news and radio, when the Executive Vice President, Kathleen M. Griffin, Ph.D, CAE, and President, Richard Thorpe, were interviewed.

While the College continued its prodigious efforts to serve the needs of its members and to enhance the quality of care provided to residents of nursing homes through increased professionalism of administrators, its members at last found a home which would reflect their high quality professionalism. The College's building became a reality with the final purchase documents signed. Pledges and contributions for the building exceeded \$300,000 by the end of the 1987-88 presidential year.

At the highly successful convocation in Cincinnati in 1988, two batons were passed on. The first from President Richard Thorpe to President-Elect James Farley who was to serve as President for the 1988-89 year. The other baton was passed by Executive Vice President Kathleen M. Griffin, Ph.D., CAE, to Richard Thorpe, CFACHCA, who began a new era of national office leadership for the College as Executive Vice President.

1988-91<sup>1</sup>

It has been said that a leader is a person you will follow to a place you dare not go alone. Thorpe's corollary to that is that leadership perspective averts leadership euphoria. Leadership is most needed, and subsequently most visible, during difficult times. The College was the beneficiary of the great leadership among its elected leaders during the very challenging times that bade farewell to the decade of the 80's and ushered in the decade of the 90's.



Upon taking the oath in Cincinnati, President James Farley presided over a year that saw the College undergo major national transitions while concurrently experiencing growth and development in membership products and services. Armed with his ambitious goals, he applied a drive and determination that accepted nothing less than the very best. He rallied his Executive Committee and Presidential Team to drive the year through a string of victories for the College.

After what seemed like years of construction complications and modifications of the interior design of the new headquarters building, the national office staff moved in during August of 1988. The ribbon-cutting ceremony on August 30 was attended by College leaders, local and national dignitaries, and various members of the health care community, all heralding our move to Alexandria. We had officially entered the era of "The Building." The impact of this move will be discussed for decades but none can debate the profound influence that it would have on the way we do business in the College. The challenges that would face the leadership of the College would flavor the discussions and decisions of the governing body for years.

President Farley's College year saw not only a transition and

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<sup>1</sup> This section of the chapter was authored by Mr. Richard L. Thorpe, Executive Vice President from April, 1988 to the present. His photo appears at right.

transformation of College staff from one state to another, but their traumatic adjustment to a new CEO. Added to this was the necessary adjustment of the CEO to the Washington environment as well as to the association management community. A well known author/lecturer has called it "thriving on chaos," and our President Jim Farley did just that. With a strong Presidential Team including Past President Mark Finkelstein and President-Elect Kenneth Ogren, President Farley led the College through the challenging maze, orchestrated with a singleness of purpose that would punctuate this "Year of Transition" with such achievements as:

1. The signing of a management agreement between the College and the American Medical Directors Association.
2. An essential down-sizing of the national office staff to incorporate more effective and efficient operations.
3. An intense emphasis on Fellowship in the College, resulting in a doubling of the number of members advancing to the status of "Fellow" from the previous year.
4. Inauguration of the first Audio Teleconferencing format as another form of educational delivery for CE credits.
5. Culmination of the extensive multi-year study on restructuring of the College and Foundation governances.
6. Further refinement of the Expert Witness program as a concept and formation of the committee to structure the program.
7. And, finishing off his year, a return to Hawaii after the very successful Convocation there in 1984, and the fulfillment of a programmatic victory which included passage of a very necessary dues increase by the general membership.

In the spring of 1989, as our new President Kenneth Ogren took the gavel from Past President Farley, the College proceeded into a "Year of Implementation," in which many of the concepts, programs, ideas and services that had been spawned by the Long Range Planning Committee, the Executive Committee, and other leadership entities within the College began to take form. President Ogren, with his keen sense of organizational development, oversaw the necessary staff rebuilding and reorganization needed as a result of the move and down-sizing of the organization. As the national office staff underwent restabilization, the College itself was undertaking what would become, at the Toronto Convocation, the most wide and sweeping changes in the By-Laws since the College was conceived in the early 1960's. President Ogren, with his intellect, analytic reasoning and ability to manage change effectively, navigated us through his year as President with surgical precision. Among his accomplishments were:

1. An expanded educational curriculum with alternatives such as the traditional self-study models along with the introduction of audio and video self-study models.
2. The first ever co-sponsored "Executive Forum" with the American Health Care Association at their annual meeting in Hawaii.
3. A revival of the "Visit A Nursing Home" campaign resulting from First Lady Barbara Bush's visit to ACHCA member Gary Sudhalter's facility in Kensington, MD.
4. A complex implementation of the governance restructuring of the Foundation of the ACHCA.
5. The Convocation leadership program was edited into videotape format for use in chapter leadership training and development.
6. A complete re-vamp of College publications with major improvements in both image and content of the LTCA and the *Journal*.
7. Implementation of an automated status reporting system for presidential goals and strategic planning goals and objectives.
8. Culminating his year, a very successful Convocation in Toronto where the enactment of watershed By-Laws changes and Convocation program successes set new highs for moving into the 90's.

Indeed, President Ogren's year was one of fulfillment and implementation, with the wisdom, oversight, and perspective that he brought to the office. While the 80's closed out with the year of the transition, the 90's ushered in the year of implementation..

As President Richard Fratianne took office in Toronto, and considered his year ahead, he drew on the momentum of the past, characterizing his year as one of "Coalition Building." It had become apparent to all, but to none more acutely than President Fratianne, that to continue to grow in the 90's both individually and organizationally, we would be called upon to work in more collective ways, without the isolationist approaches that had characterized some periods in our past.

President Fratianne developed this theme throughout his year with a paternal influence that resulted in a team-building atmosphere. Building on the years of past presidents Farley and Ogren he developed a melodic working relationship that began with the Board of Governors and was felt by staff and members alike. This theme was incorporated into the programs and activities that would unfold during the year. With a disarming sense of humor, President Fratianne frequently called upon his mediator talents and carried out his tasks smoothly and with effortless aplomb.

The results of his year and his diplomatic leadership style were the following accomplishments:

1. The first live broadcast "satellite video teleconference" sponsored by the College on Financing Long Term Care in the 90's.

2. A renewed effort, resulting in unparalleled success with the multi-facility organizations, one of which was the working relationship developed between the College and Life Care Centers of America.

3. The continued development and marketing of our first Expert Witness program, following on Past President Ogren's commitment to see this program through to fruition.

4. Overseeing the first national mail ballot election in the College resulting from the By-Laws changes enacted in Toronto by the membership.

5. Beginning the modification of the model chapter By-Laws to conform to 501(c)(3) requirements of the Internal Revenue Code and the various changes in our national By-Laws.

6. The successful conversion of our national office desktop publishing and work processing capabilities, coupled with the expanded automation of the national office, greatly extending the scope of automation in our activities.

7. The OBRA implementation of 10/1/90 and ACHCA's participation in the inaugural ceremonies.

8. The linkages developed with allied organizations, most notably our sister organizations (the American Health Care Association, and the American Association of Homes for the Aging), have been developed to a level we had never before achieved on a national scale. The results of this "coalition" were seen the following year when we conducted our three-day Certification Workshops at both annual meetings of the AHCA and the AAHA.

9. Eclipsing this was the Convocation in New York City and our 25 year Silver Jubilee celebration at the New York Hilton Towers. Our impressions of this Convocation that first was, then wasn't, then was, then wasn't again, and finally was to be will not quickly fade from the memories of those attending. Having brought the College membership to the "Big Apple", letting them taste it was of truly historical significance, President Fratiante brought new meaning to the term "coalition."

In summarizing the administrative years 1988 through 1991 from the perspective of the national office, another quotation comes to mind. "If you love what you do for a living, it is never work." It was a period of great challenges amid times that were financially restrictive and an economic recession that would require further adjustments and retrenchments. Yet without struggle there is no reward.

The College enters administrative year 1991-92 under the able guidance

and direction of Jack Billingsley with new challenges and opportunities that will see the College emerge as the recognized professional society for long term health care administrators, having been impacted by the OBRA changes for administrators and our fine credentialing and professionalization programs. History will record our struggles, but the advancement of the quality of services to the people to whom we administer will continue to chronicle the contributions of the American College of Health Care Administrators in the generations ahead.

# The College and Foundation in the Nineties

By Dr. Hoyt Crider, FACHCA

As we look ahead into the 1990s the American College of Health Care Administrators faces several crucial challenges:

1. The dilemma of membership growth stagnation and its corollary, the inevitable and chronic budget crunch, in our continuing struggle to establish the College as the one legitimate professional voice of the long term care administrator;

2. The critical funding requirements of acquiring our own headquarters office building, with down payment requirements, balloon payments with ongoing second mortgage payments in excess of our income and fund reserves;

3. The ongoing frustration of the industry and the profession with the dichotomy of highly regimented and costly care standards, coupled with inadequate, under-financed reimbursement in both the Medicaid and the Medicare programs, and the College's recent attempt to respond in terms of an integrated proposal on financing long term care in the 1990s; and

4. Congressional vacillation over OBRA, the Omnibus Budget Reconciliation Acts of 1988 and 1989 with (1) a catastrophic health coverage and then a repeal of it, and (2) another escalation of standards of compliance for Medicare and Medicaid.

## Budget Pressures in an Era of Sagging Membership

Since its early years the College has constantly sought to mount ambitious programs for serving its members, from essential member services to education and professional certification, and has been successful in obtaining major funding grants and contracts for these and other professional purposes during the seventies and eighties.

After hovering around the 6,300 mark for several years, membership in the College had topped out at nearly 6,500 in the late eighties, and then at the end of the decade, sagged again below the 5,900 mark. Currently the ACHCA

rolls show less than 5,900 memberships,<sup>1</sup> although it has averaged just over 6,000 for the decade. In an effort to identify some of the reasons for this sag, the various presidents of the College have identified some of the critical membership concerns facing the College, such as our chronic high dues structure, the need to more truly reflect and represent the profession of long term care administrators throughout the country, the need to identify and exploit new sources of non-dues revenues, and the College's perennial budget crunch.

There appear also to be other reasons for this struggle to achieve and retain membership. First and perhaps foremost is the direct relationship of College membership trends with the adequacy of funding for Medicare/Medicaid programs by the federal and state governments. When facilities managed by administrators and owned by others are unable to produce adequate financial returns for owners/investors, membership in and travel to the functions of the College decline. In years when there is an upturn in profits and return on investment in this industry, individual and corporate owners are more tractable and willing to fund membership expense and travel to major College events. Although there has been significant progress in administrator salaries generally, they are not yet regarded as sufficient by most administrators to bear these expenses personally from their own pocketbooks.

Secondly is the constant struggle of long term care facilities to survive in the restrictive Medicare/Medicaid regulatory/reimbursement environment. Congress and HHS have responded to the demands of the seniors lobby for more and tougher regulation in an effort to achieve ever higher standards of care in long term care, while at the same time attempting to contain spiralling costs. These two diametrically opposed objectives perhaps could be achieved separately and individually, but not both simultaneously. Disproportionate amounts of money have been thrown at the regulatory side of the problem, rather than at the reasonable cost reimbursement side of the problem. The regulatory environment has become so hostile and repressive that there is a rising percentage of facility closures throughout the country and the administrative climate has become one of short-term survivalism. There has been a recent sell-off of facilities by major chain organizations which has spawned new fledgling chain enterprises. But this is not an environment in which long term goals such as educational advancement and professionalism can thrive.

Meanwhile industry associations through out the country have been

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<sup>1</sup> For details please note the table of ACHCA Membership, 1981-91 on page 141, and the chart which follows on page 142.

forced to bring lawsuits against the state and federal governments to force compliance under provisions of the so-called Boren Amendment, the federal statutes mandating reasonable cost reimbursement under Medicare and Medicaid. These suits have generally been won by the industry associations, but the enormous costs of litigation and judgements have made them only marginally successful in alleviating the financial straits of nursing homes.<sup>2</sup>

Has the membership growth of the College finally hit a wall? Hopefully not, but in an era of substantially higher demands in terms of compliance, and with limited public resources for reimbursement of consequent higher costs of care, it does appear that College membership recruitment and retention are an ever-increasingly steep mountain to climb. It is probably natural for the administrator to focus primarily on facility revenue enhancement and survival, and only secondarily on his longer term professional aspirations. As College membership rolls currently carry only about 20-25 per cent of all licensed and working administrators, it cannot claim to truly represent them. Not until the College membership includes at least half of the practicing administrators in this country will we be able to claim the effective representation of the professional administrator.

But regardless of the reasons for the slow growth in membership, it is clear that membership recruitment and retention represents one of the most critical challenges an highest priorities facing our professional leadership and our membership at this time.

## Budgeting For The New Headquarters

The College has long dreamed of having its own headquarters building. From the days when the national offices were housed in a second story suite above a pizza parlor in Bethesda, with the occasional garlic ambience wafting through the hallways, that goal had been indelibly written in the minds of our leadership. In the meantime real estate property values in the Washington, D. C. area continued to climb, and often it has seemed that the consummation of

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<sup>2</sup> A further consequence of the restrictive fiscal/administrative environment is that many owner/operators have chosen to sell their property and lease it back. Beverly Enterprises underwent a very substantial liquidation of real property assets over a period of several years. Other major chains underwent similar liquidations. The notion that many owner/operators no longer want to be 'real estate investors' may be a metaphor for forced property sales to maintain adequate operating capital.

this dream was beyond our reach.

The first committee formed to look into the possibilities of alternative office space was the "Special Committee on Office Space" appointed by then President Robert Schlicht in September, 1982. This committee, with varying names, continued to work under the presidencies of Dennis Sullivan, Robert Siebel, Mardell Brandt, and Mark Finkelstein.

Finally during the administration of Past President Mark Finkelstein (1986-87) the Building Committee headed by Richard Snook completed a search for a suitable building and recommended purchase, with Board of Governors approval the purchase of a building in the Old Town area of Alexandria, Virginia. In 1987, however, Snook was forced to recommend that the Board cancel its escrow after extensive negotiations because economic studies showed the purchase would be uneconomic and a hardship on the College.<sup>3</sup>

However, negotiations continued through the fall of 1987 and the developer restructured the terms of purchase. At the Executive Committee meeting of January 6, 1988 a new presentation by the developer and the Building Committee was made, and a vote was taken to rescind the earlier cancellation and proceed with the purchase. This decision was later ratified by the full Board of Governors at the April Convocation in Cincinnati and the staff was moved into the new building in August, 1988.<sup>4</sup>

In taking on this new purchase responsibility the College obviously faced a real fiscal and economic challenge. A major payment would be due on the second mortgage in 1989 for \$150,000, in 1990 for another \$150,000, and a third payment would be due in 1991 for \$100,000. The generous upsurge of donations from the membership in 1989 helped the College through the initial impact, but the trend in donations subsided in 1990, and the College has been forced to dip into reserves for approximately \$75,000 of the \$150,000 payment. The payment in 1991 dipped even more deeply into reserves, putting the College into a negative equity position. Making up a deficit in the reserves of about \$150,000 will require a major commitment by the membership as well as by

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<sup>3</sup> See Past President Mark Finkelstein's *Resume* for events that took place during his administration, 1986-87.

<sup>4</sup> See the *Resume* of Richard L. Thorpe, Past President, for the events of 1988-89.

all available outside donors,<sup>5</sup> but nothing less will maintain solvency for the College or its credibility with its first mortgage lender. After a full review of the situation, our current President Jack Billingsley appointed a "Blue Ribbon Committee" to review our options pertaining to the office building.

In the long run there is no question that the College has embarked on a course that could enhance its professional status, but whether this course will ultimately save money when ownership costs are compared to leased office space is possibly quite another matter. The initial years of this purchase are difficult ones for cash flow and navigating the College through these difficult years has severely tested leaders of our professional society and will continue to do so. As of this writing the economy is experiencing a downturn, and it is questionable whether the College budget, our membership, the sponsoring affiliates, and outside donors will be able to meet the College debt service obligations and survive this crisis. A Blue Ribbon Committee has been appointed by the 1991-92 President, Jack Billingsley, to determine whether the new building should be retained or sold, and what must be done to preserve the solvency of the College. It appears that with the reduction of interest rates during the current recession it may be possible for the College to refinance the building at lower interest rates than those at the time of our purchase.

## Compliance Standards vs. Reimbursement

The dichotomy between compliance standards and reimbursement rates has become increasingly critical in the last half of the eighties. In an era of consumer advocacy the specter of a "bad survey" today is a not uncommon event that happens to the best of facilities and administrators. This is all the more disturbing in that it is often the result of 'getting on someone's list' rather than any real or substantial lapse in compliance. Although there has been much effort and public posturing on the subject there is not yet an objective set of standards for compliance that rules out the subjective motivations of the surveyor, and as often as not, these factors weigh heavily in the survey process.

The constant complaint heard throughout the industry (and among our professionals as well) is that higher standards of care cost money, and that the failure to match higher standards with dollars often accounts for a facility's poor showing on its surveys, much as we might wish otherwise. Are we approaching

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<sup>5</sup> Farley has indicated that this goal should be reached in perhaps two years, rather than one. Dipping into the budget reserves is tolerable, if the funds are replaced within a relatively short time period.

a point from which no further improvements in quality of patient care will be possible without significant improvements in reimbursement? Many industry and professional leaders believe that we are.<sup>6</sup>

Meanwhile the regimentation of our industry and profession continues to mount, and there appears no end in sight. It has become a place of endeavor for only the most intensely dedicated and caring of professionals, making it almost unique among professions. But despite these constraints and pressures, nursing home care continues to be one of the most reasonably priced packages of service in the entire health care field (or in any other field, for that matter). Although per diem rates vary from comparatively low levels in the south and southwestern parts of the country, to the highest in the northeastern states, it is still true that for the average Medicaid reimbursement rate for one day (which includes room, board, personal care, nursing care and assorted special services) it is impossible to buy a room overnight in even a moderately priced hotel, to say nothing of including board or the many other services.

To further compound the irony, we as an industry and profession are grappling with these issues in a period of difficult financial straits for the federal as well as most state governments. The U.S. Congress in 1990 took up the question of the federal deficit after nearly eleven months of dilatory inaction, and then finally passed a budget compromise that entirely abdicated that responsibility. The financial scene at the state and federal levels is not one of encouragement to those activist seniors who want more funds spent to assure higher quality in health care. To the contrary, the outlook is one of less spending until there is some recovery from the federal and state deficits. The fiscal and economic difficulties faced by our industry are matched by parallel difficulties faced by our professional LTC administrators, whose salary and professional aspirations are stagnated.

## Catastrophic Care and OBRA

In 1988 Congress bowed to organized pressure from seniors across the land and passed the catastrophic health protection bill as a part of the 1988

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<sup>6</sup> Recent studies by Health Care Investment Analysts of Baltimore, and Arthur Anderson Company of Dallas indicate that between 1987 and 1988, costs per resident day rose by 7.4 per cent, and between 1988 and 1989 by 8.3 per cent. But average profits did rise from .81 per cent in 1988 to 1.15 per cent in 1989. These data were reported by McKnight's *Long Term Care News*, August 1991, Vol. 12 No. 8, pp. 1, 17.

Omnibus Budget Reconciliation Act. At the beginning of calendar year 1989 seniors' social security checks were suddenly impacted with the additional premiums established by Congress for this new health program, and outrage by seniors mounted immediately for repeal of the premium, which was substantial and more than many social security recipients felt was justified.

Congress vacillated and held hearings for several months, and finally capitulated to the pressure from the organized groups of seniors seeking repeal. When the provision was repealed, so was the coverage for catastrophic illness, and now seniors are back where they were before OBRA 1988, without catastrophic health coverage.

In the meantime, insurance carriers have announced a number of so-called catastrophic illness policies along with nursing home coverage at rates that ranged from the unpopular up to the unacceptable. Initially the goal was to make such coverage available to high risk nursing home patients, but later the promotion was broadened to reach younger age groups who could more readily afford lower premiums paid over a longer period for the protection afforded during their senior years.

## Role of the Foundation

As the eighties came to an end it appeared that many of the external fund sources of the College and Foundation were gradually drying up, and that internal membership sources would have to be tapped more heavily. The Foundation carried the brunt of this campaign and enlisted the aid of the membership directly in the drive for funds. The maturation of the Foundation's role in the support of the College is well chronicled in the preceding chapters, but the outlook for the nineties is less optimistic while at the same time more demanding in terms of needs that must be met.

The Foundation has also been successful in rallying many of the long term care vendors to the funding needs of the College, and most of the major events at all annual convocations are now financed by vendors or exhibitors in this way. The publication of the first volume of this history through the auspices of Ross Laboratories is another prime example.

That the Foundation exists to serve the needs of the College goes without saying. It has done this historically in various ways -- 1) research into various subject matter areas of concern to the College; 2) development of educational programming to meet College needs; 3) fund-raising projects to enable the College to meet its commitments; and 4) other related activities. The



success and timeliness of the Foundation in meeting College needs depends upon effective communications between the College Board of Governors and the Foundation Board of Directors, and this has not always been fully achieved. As new issues appear on the horizon for administrators, the College and the Foundation will be called upon to work together in anticipating the future and preparing us for it. For the 90s the keynote challenge of that cooperation is how to provide cost effective care, in the face of the inability or unwillingness of government to pay for it.

## The Future Outlook

Once again the Foundation has been called upon to address the issues underlying the funding crisis of the long term care industry and profession, and has responded with an innovative series of video teleconferences under the mantle of the *National Futures Symposium*, held recently for groups of leaders within and outside the College. On January 24, 1991 the first teleconference was presented at some 16 sites in 12 states simultaneously, via satellite from Washington, D. C., and included three distinguished presenters and a moderator, along with several College and industry representatives.<sup>7</sup>

This teleconference seminar laid a foundation for a series of proposals on long term care financing and made a number of recommendations including the following:

1. The private sector should be brought into the arena through
  - a. Reform of the private insurance market;
  - b. Tax credits and subsidies for the smaller employers to offset costs;
  - c. Self-employed and unincorporated business to deduct 100 percent of their premiums for tax purposes;

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<sup>7</sup> Clint Maun of Maun-Lemke, a speaking, research and consulting firm, moderated the presentations of Messrs. Edward Howard (former general counsel for the Pepper Commission), Stanley Wallach (Chairman and CEO of LifePlans, Inc.), and Richard L. Clarke (Chairman and CEO of Healthcare Financial Management Association), along with introductory remarks by Richard L. Thorpe, ACHCA's Executive Vice President; Paul Willging, ANHA's Executive Vice President; and Sheldon Goldbery, Executive Vice President of AAHA. Others participating included Elma Holden of the Citizens Coalition for Nursing Home Reform, and Lee Partridge of the District of Columbia Medicaid Offices.

2. The plan should establish a Nursing Home Program (NHP) to provide essential nursing home care, with an ample financial floor so that no one needs to face impoverishment;
3. Nursing home users would be entitled to coverage for the first three months, allowing patients with short stays to return home with resources intact;
4. Federal and state governments would share financial responsibility for the NHP; and
5. All three components are administered by states under federal guidelines.

This proposal represents a concerted attempt to deal with the dual obstacles to adequate LTC funding -- (a) the enormous federal deficit, and (b) the increasingly heavy competition for federal dollars. It also reflects the consensus of a consortium formed within the long term health care field, consisting of ACHCA, The American Association of Retired Persons (AARP), the American Health Care Association (AHCA), the American Association of Homes for the Aging (AAHA), and the National Association for Home Care (NAHC). Their consensus recommendations are included in a document entitled "Principles of Long Term Care Financing," which was adopted by the ACHCA Board of Governors in September, 1986. The recommendations of this consortium were based in part upon the Bi-Partisan Pepper Commission's recommendations which are detailed within the packet of materials provided for the video teleconference. The supplemental study done by the national accounting firm of Coopers and Lybrand in cooperation with the Health Care Financial Management Association also provided some of the fiscal foundation of the document adopted by ACHCA in 1986.

The organizations making up the consortium are now undertaking a national consensus building effort which may lead to consideration of the program by key members of Congress at its next session. The combined effects of the enormous federal deficit and the heavy spending requirements of the War in the Persian Gulf may make prospects of its adoption seem remote, but over time it is evident that a major reform in our methods of financing long term care is needed and long overdue. Is this the financial system in our future?

The nation's investment in Long Term Care (LTC), which was nearly \$58 billion in 1988, is expected to treble over the next three decades, according

to the Congressional Budget Office.<sup>8</sup> The source of these figures also indicates that there are 1.7 million nursing home residents in 1990, but this figure is expected to grow to 2.5 million by the year 2010 and 3.7 million by 2030. Obviously, our current policy dilemmas will not vanish, but will remain undiminished.

## Will Administrator Licensure Survive?

An event occurred with the passage by Congress of the 1990 OBRA (Omnibus Budget Reconciliation Act) which has sent tremors across the country among the ranks of professionally licensed administrators. Included in the provisions of the Act was the repeal of Section 1908 of the Social Security Act, which required state programs for the licensure of nursing home administrators. Replacing the licensure requirements would be a set of federal "standards" for administrator qualifications, as were required in the Nursing Home Reform Amendments of OBRA 1987. Congress called the administrator licensure provisions "duplicative" of OBRA.

Section 1908 of the Social Security Act required the states to have a

"Basic accountability system that assures that nursing home administrators are initially qualified and that they continue to meet qualifications...."<sup>9</sup>

The question of what could happen if states elected to abolish their nursing home administrator licensing boards is one of the utmost importance to a number of organizations involved with maintaining standards in nursing

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<sup>8</sup> Cited in a report entitled, "CBO: National LTC costs to triple in next three decades. *McKnight's Long Term Care News*, Vol 12, No. 11, November, 1991, p. 14.

<sup>9</sup> *Draft letter to Dr. Gail Wilensky, Administrator of the Health Care Financing Administration, circulated among the following organizations: American Association of Homes for the Aging (AAHA), American Red Cross, American College of Health Care Administrators (ACHCA), American Health Care Association (AHCA), American Medical Directors Association (AMDA), Citizens Advocacy Center of the American Association of Retired Persons (AARP), National Citizens Coalition for Nursing Home Reform (CNHR), National Committee to Preserve Social Security and Medicare, and National Association of Boards of Examiners for Nursing Home Administrators (NAB).*

homes, particularly those standards pertaining to administrators and administrator performance. What would HCFA require in lieu of state licensing to assure that administrators continue to meet federal qualifications? What would be HCFA's response to a state that failed to maintain their licensing systems, or failed to maintain adequate standards of care in nursing homes, or failed to assure that administrators are of "good character", or failed to suspend or revoke administrator licenses for due cause, or failed to undertake investigations of complaints concerning administrators? Such questions are of vital concern to our members, and to those of our associated organizations interested in seeking eventual solutions to the long term health care riddle.

Does Congress dislike the emergence of professional administration in the long term care field? Are our elected representatives uncomfortable with the increasingly effective advocacy by professional administrators of the needs of the LTC patients/residents? Is the increasing recognition of the profession of LTC administration making it more difficult for Congress to deal with the care of the aging in our society in its usually capricious manner? Or is it merely the assumption by our representatives and senators that now that minimum standards of administrator qualifications have been generally accepted, there need be no further legislative concern for licensure? Or perhaps it is the intent of this repeal to gradually remove license boards from their role in administrator performance in favor of the facility licensing and survey agencies of the states? It is difficult to fathom the labyrinthine mind of Congress.

Professional and industry associations all over the country are grappling with the question of what the impact of the nineties will be on the profession and the industry. The California Association of Health Facilities (CAHF) has a draft plan, *Survival In The Nineties, A Long Range Plan for California Nursing Facilities*, that may give some clues as to the outlook.<sup>10</sup> In it the following forecasts are made:

1. The aged population will continue to expand at an unprecedented rate, but relatively fewer people will utilize a nursing home for long term care.
2. Residents of the future will be older, better educated, very demanding and more dependent; most will also be financially secure, but the poor will be comparatively poorer.

4. Nursing facilities will occupy a limited role in a much better defined continuum of LTC which emphasizes matching service to individual need.

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<sup>10</sup> *Survival In The Nineties, A Long Range Plan for California Nursing Facilities (Draft), CAHF, July 3, 1991.*

6. Consumer expectation will focus on the quality of individual resident care and performance will be driven by an aggressive outcome oriented regulatory mechanism.

7. Labor supply will be short and nursing facilities will have increasing difficulty competing for both entry level and skilled workers, competent administrators, and interested physicians.

8. Financing will be restructured in some way that will produce more reliance on the at-risk population financing more of the cost than is now the case."

Among the recommendations summarized in the report are:

4. Overhaul the entire body of nursing facility regulations to achieve greater consistency with industry standards and ensure that nursing facility quality reforms are implemented in a responsible fashion.

7. Strive for a more secure revenue structure which features a variety of payment sources, minimizes cost shifting among individual payors and maintains relative nursing facility funding levels throughout the wave of fiscal and program reforms likely to occur in the early nineties.

8. Push for Medicare and Medi-Cal (Medicaid) reimbursement principles which make payment more responsive to actual facility labor costs, recognize contemporary property value/capitalization needs, and provide a reasonable opportunity for return on investment.

9. Advocate public program eligibility requirements and private long term care insurance products which preserve the ability to use personal resources (where available) to pay for all or a portion of nursing facility care.

10. Expand the current membership base, redirect additional staff resources to long term activities, expand the non-dues revenues of the Association, and revise the dues structure to provide for continued Association effectiveness."

Much of the study has a familiar ring. Forecasts of the over-65 age group for the nineties indicate that whereas less than 20 percent of the 65-74 age group have some ADL (activities of daily living) physical limitations, this percent goes up to nearly 30 per cent among the 75-84 age group, and to nearly 50 per cent in the 85+ age group.<sup>11</sup>

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<sup>11</sup> *Survival In The Nineties*, Demographics, p. 4. It is our estimate that California's aging resident profiles are very similar to those of the nation as a whole.

Perhaps more important is the aging of the population. California's population growth in the 1986-2020 generation is expected to be only about 37 per cent in the 0-17 age group, 41 per cent in the 18-64 age group, about 107 per cent in the 64-84 age group, and a staggering 127 per cent in the 85+ age group.<sup>12</sup>

There is perhaps some reason for optimism on the horizon. The 1987 OBRA, phased in over a three year period, is now essentially implemented in the several states. The emphasis on "outcome oriented" patient care as well as "outcome oriented" surveys has brought some relief already to skeptical administrators who have lived through the two preceding stages of patient care standards and survey criteria:

1. The "institutional" phase, in which standards of care required that there be in existence a patient care policies committee, an infection control committee, etc.;

2. The "process" phase, in which it was required that these institutionalized entities be doing certain things, such as conducting utilization studies, monitoring the incidence of infections, etc.; and

3. Now the "outcome" phase, wherein these entities must be actually producing some desired outcomes in terms of patient care.

We who have waited for nearly two generations for a more patient care oriented approach to standards of care and to surveys of LTC facilities can finally breathe a breath of fresh air. Not all surveyors have as yet been converted, but enough surveys have already been experienced to suggest that the changes in the making are for the better, and that ridiculous paper-pushing surveys will be given somewhat less emphasis in the future. Not all administrators in all states will agree with this conclusion, but there appears to be a trend in that direction. The millenium is not here yet, but there is a small glimmer of hope.

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<sup>12</sup> *Ibid*, p. 1. It is our estimate that California's senior age group growth represents a slight but significant exaggeration of that for the nation as a whole. This is because there is a significant net in-migration of aging seniors into California.

**Part IV**

**Appendices**

Appendix A: College Executive Committees  
and Boards of Governors, 1981-91

Executive Committee & Board of Governors,  
1981-82

Andrew L. Fennelly	President
George E. Molloy	President Elect
Dell Hagan	Immediate Past President
Clara K. Brown	Secretary
Douglas F. Lindsey	Treasurer
Robert V. Siebel	Governor At Large
Kenneth J. Weber	Governor At Large
J. Albin Yokie	Executive Vice President
Dennis F. Sullivan	Governor Region I
Robert J. Keon	Governor Region II
Collette M Drobek	Governor Region III
Paul M. Calmes	Governor Region IV
Robert W. Haacker	Governor Region V
Raymond F. Rustige	Governor Region VI
Wally Miller, Jr.	Governor Region VII
Lawrence L. Stahlecker	Governor Region VIII
John B. Smith	Governor Region IX
Mardell E. Brandt	Governor Region X
Harvey Young	Governor Region XI
Vera M. Stevenson	Governor Region XII

Executive Committee & Board of Governors,  
1982-83

Robert W. Schlicht . . . . . President  
 Dennis F. Sullivan . . . . . President Elect  
 Andrew L. Fennelly . . . . . Immediate Past President  
 Clara K. Brown . . . . . Secretary  
 Douglas F. Lindsey . . . . . Treasurer  
 Marvin C. Midkiff . . . . . Governor At Large  
 Robert V. Siebel . . . . . Governor At Large  
 J. Albin Yokie . . . . . Executive Vice President

Arthur W. Swenson . . . . . Governor, Region I  
 Robert W. Keon . . . . . Governor, Region II  
 Eileen Jenkins . . . . . Governor, Region III  
 Paul M. Calmes . . . . . Governor, Region IV  
 J. Paul Willis . . . . . Governor, Region V  
 Raymond F. Rustige . . . . . Governor, Region VI  
 L. Brian Suter . . . . . Governor, Region VII  
 Lawrence L. Stahlecker . . . . . Governor, Region VIII  
 Alan England . . . . . Governor, Region IX  
 Mardell E. Brandt . . . . . Governor, Region X  
 Phyllis Anderson . . . . . Governor, Region XI  
 Vera M. Stevenson . . . . . Governor, Region XII

Executive Committee & Board of Governors,  
1983-84

Dennis F. Sullivan . . . . . President  
 Robert V. Siebel . . . . . President-Elect  
 Robert W. Schlicht . . . . . Immediate Past President  
 Mardell E. Brandt . . . . . Secretary  
 Raymond F. Rustige . . . . . Treasurer  
 Mark J. Finkelstein . . . . . Governor At large  
 Marvin C. Midkiff . . . . . Governor At large  
 J. Albin Yokie . . . . . Executive Vice President

Arthur W. Swenson . . . . . Governor, Region I  
 Ralph J. Barron, Jr. . . . . Governor, Region II  
 Eileen C. Jenkins . . . . . Governor, Region III  
 Marian M. Styron . . . . . Governor, Region IV  
 J. Paul Willis . . . . . Governor, Region V  
 Richard C. Snook . . . . . Governor, Region VI  
 Joseph Mash . . . . . Governor, Region VII  
 Norman O. Hilleren . . . . . Governor, Region VIII  
 Irene J. Shafer . . . . . Governor, Region IX  
 Richard L. Thorpe . . . . . Governor, Region X  
 Phyllis Anderson . . . . . Governor, Region XI  
 Joseph A. Varga . . . . . Governor, Region XII

Executive Committee & Board of Governors,  
1984-85

Robert V. Siebel . . . . . President  
Mardell E. Brandt . . . . . President-Elect  
Dennis F. Sullivan . . . . . Immediate Past President  
Arthur W. Swenson . . . . . Secretary  
Raymond F. Rustige . . . . . Treasurer  
Mark J. Finkelstein . . . . . Governor At Large  
Eileen C. Jenkins . . . . . Governor At Large  
J. Albin Yokie . . . . . Executive Vice President

Marcia L. Stevens . . . . . Governor, Region I  
Ralph J. Barron, Jr. . . . . Governor, Region II  
Kenneth M. Ogren . . . . . Governor, Region III  
Marian M. Styron . . . . . Governor, Region IV  
Kenneth W. Hagan . . . . . Governor, Region V  
Richard C. Snook . . . . . Governor, Region VI  
James L. Farley . . . . . Governor, Region VII  
Norman O. Hilleren . . . . . Governor, Region VIII  
Irene J. Shafer . . . . . Governor, Region IX  
Richard L. Thorpe . . . . . Governor, Region X  
Jean B. Glanz . . . . . Governor, Region XI  
Joseph A. Varga . . . . . Governor, Region XII

Executive Committee & Board of Governors,  
1985-86

Mardell E. Brandt . . . . . President  
Mark J. Finkelstein . . . . . President-Elect  
Robert V. Siebel . . . . . Immediate Past-President  
Arthur W. Swenson . . . . . Secretary  
Richard L. Thorpe . . . . . Treasurer  
Eilenn C. Jenkins . . . . . Governor At Large  
Richard C. Snook . . . . . Governor At Large  
Kathleen M. Griffin . . . . . Executive Vice President

Marcia L. Stevens . . . . . Region I  
Larry I. Slatky . . . . . Region II  
Kenneth M. Ogren . . . . . Region III  
Cherathee V. Hager . . . . . Region IV  
Kenneth W. Hagan . . . . . Region V  
Frank B. Kellogg . . . . . Region VI  
James L. Farley . . . . . Region VII  
Frank B. Miezio . . . . . Region VIII  
Irene J. Shafer . . . . . Region IX  
Jack B. Billingsley . . . . . Region X  
Jean B. Glanz . . . . . Region XI  
Ruth Beaucage . . . . . Region XII

Executive Committee & Board of Governors,  
1986-87

Mark J. Finkelstein	President
Richard L. Thorpe	President Elect
Mardell E. Brandt	Immediate Past President
James L. Farley	Secretary
Arthur W. Swenson	Treasurer
Kenneth M. Ogren	Governor At Large
Richard C. Snook	Governor At Large
Kathleen M. Griffin	Executive Vice President

Charles F. Shelton, Jr.	Governor Region I
Larry I. Slatky	Governor Region II
Richard D. Hanauer	Governor Region III
Cherrathree Y. Hager	Governor Region IV
Mary Nell Powell	Governor Region V
Frank B. Kellogg	Governor Region VI
Richard A. Fratianne	Governor Region VII
Gary M. Riffe	Governor Region VIII
Charles R. Stevens	Governor Region IX
Jack D. Billingsley	Governor Region X
Eleanor M. Johnson	Governor Region XI

Executive Committee & Board of Governors,  
1987-88

Richard L. Thorpe	President
James L. Farley	President-Elect
Mark J. Finkelstein	Immediate Past-President (Designate)
Jack D. Billingsley	Secretary
Richard C. Snook	Treasurer
Kenneth M. Ogren	Governor At Large
Cherathree Y. Hager	Governor At Large
Kathleen M. Griffin	Executive Vice President

Charles F. Shelton	Governor, Region I
Alan I. Chopp	Governor, Region II
Richard D. Hanauer	Governor, Region III
John S. Driggers	Governor, Region IV
Mary Nell Powell	Governor, Region V
Miner L. Brown	Governor, Region VI
B. Daniel Carr	Governor, Region VII
Gary M. Riffe	Governor, Region VIII
Charles R. Stevens	Governor, Region IX
Frederick W. Stacey	Governor, Region X
Eleanor Johnson	Governor, Region XI



Executive Committee & Board of Governors,  
1988-89

James L. Farley . . . . . President  
 Kenneth M. Ogren . . . . . President Elect  
 Mark. J. Finkelstein . . . . . Immediate Past President  
 Richard A. Fratianne . . . . . Secretary  
 Richard D. Hanauer . . . . . Treasurer  
 Cherrathée Y. Hager . . . . . Governor At Large  
 B. Daniel Carr . . . . . Governor At Large  
 Richard L. Thorpe . . . . . Executive Vice President

Joseph J. Girouard . . . . . Governor, Region I  
 Alan I. Chopp . . . . . Governor, Region II  
 J. S. Parker Jones IV . . . . . Governor, Region III  
 John Driggers . . . . . Governor, Region IV  
 J. Janice Meredith . . . . . Governor, Region V  
 Miner L. Brown . . . . . Governor, Region VI  
 Margaret Roberts . . . . . Governor, Region VII  
 Gary M. Riffe . . . . . Governor, Region VIII  
 Frederick F. Hughes . . . . . Governor, Region IX  
 Frederick W. Stacey . . . . . Governor, Region X  
 Raymond P. Westernen . . . . . Governor, Region XI

Executive Committee & Board of Governors,  
1989-90

Kenneth M. Ogren . . . . . President  
 Richard A. Fratianne . . . . . President Elect  
 James L. Farley . . . . . Immediate Past President  
 Minor L. Brown . . . . . Secretary  
 Richard D. Hanauer . . . . . Treasurer  
 Eleanor M. Johnson . . . . . Governor At Large  
 B. Daniel Carr . . . . . Governor At Large  
 Richard L. Thorpe . . . . . Executive Vice President

Joseph J. Girouard . . . . . Governor, Region I  
 Sharon J. Gronet . . . . . Governor, Region II  
 J. S. Parker Jones . . . . . Governor, Region III  
 Lawrence A. Baird . . . . . Governor, Region IV  
 Janice Meredith . . . . . Governor, Region V  
 Sandra S. Grant . . . . . Governor, Region VI  
 Margaret Roberts . . . . . Governor, Region VII  
 Sonja L. Johnson . . . . . Governor, Region VIII  
 Frederick F. Hughes . . . . . Governor, Region IX  
 Sally Craven . . . . . Governor, Region X  
 Raymond P. Westernen . . . . . Governor, Region XI

Appendix B: Foundation Boards  
of Directors, 1981-91

Foundation Board of Directors, 1981-82

Mardell E. Brandt . . . . . President  
Dell Hagan . . . . . Vice President  
Loretta A. Cabral . . . . . Secretary  
Dennis F. Sullivan . . . . . Treasurer  
J. Albin Yokie . . . . . Executive Vice President  
Rosemary W. Woolson . . . . . Executive Secretary

Deanna Edwards . . . . . Director  
William Cullen . . . . . Director  
Gordon MacKenzie . . . . . Director  
Marilyn Magolis . . . . . Director  
Robert V. Siebel . . . . . Director

## Foundation Board of Directors, 1982-83

Mardell E. Brandt . . . . . President  
 Marilyn Margolis . . . . . Vice President  
 Loretta A. Cabral . . . . . Secretary  
 Stuart Kanowitz . . . . . Treasurer  
 J. Albin Yokie . . . . . Executive Vice President  
 Rosemary W. Woolson . . . . . Executive Secretary

Dell Hagan . . . . . Director  
 William Cullen . . . . . Director  
 Deanna Edwards . . . . . Director  
 Gordon MacKenzie . . . . . Director  
 Harvey Young . . . . . Director

## Foundation Board of Directors, 1983-84

Stuart Kanowitz . . . . . President  
 Fr. Barnabas Hunt . . . . . Vice President  
 No one Selected . . . . . Secretary  
 No one Selected . . . . . Treasurer  
 J. Albin Yokie . . . . . Executive Vice President  
 Rosemary M. Woolson . . . . . Executive Secretary

Loretta A. Cabral . . . . . Director  
 William Cullen . . . . . Director  
 Deanna Edwards . . . . . Director  
 Fr. Barnabas hunt . . . . . Director  
 Jim McCall . . . . . Director  
 Stuart Kanowitz . . . . . Director  
 Marilyn Margolis . . . . . Director  
 Sr. Michael Sibille . . . . . Director  
 Harvey Young . . . . . Director

## Foundation Board of Directors, 1984-85

Fr. Barnabas Hunt . . . . . President  
 Larry T. Slatky . . . . . Vice President  
 Andrew L. Fennelly . . . . . Secretary  
 James T. McCall . . . . . Treasurer  
 Robert W. Burmeister . . . . . Acting Executive Director  
 Rosemary W. Woolson . . . . . Executive Secretary

Loretta A. Cabral . . . . . Director  
 William Cullen . . . . . Director  
 Floyd B. Rhoades, Jr. . . . . Director  
 Sr. Michael Sibille . . . . . Director  
 Harvey Young . . . . . Director

## Foundation Board of Directors, 1985-86

Fr. Barnabas Hunt . . . . . President  
 Larry I. Slatky . . . . . Vice President  
 Andrew L. Fennelly . . . . . Secretary  
 James T. McCall . . . . . Treasurer  
 Kathleen M. Griffin . . . . . Executive Vice President  
 Robin Grossfield . . . . . Executive Secretary

Joseph Mash . . . . . Director  
 Floyd B. Rhoades, Jr. . . . . Director  
 Sr. Michael Sibille . . . . . Director  
 Karen Struve . . . . . Director

Foundation Board of Directors, 1986-87

Larry I. Slatky . . . . . President  
Andrew L. Fennelly . . . . . Vice President  
Fr. Barnabas Hunt . . . . . Immediate Past President  
Karen Struve . . . . . Secretary  
Floyd B. Rhoades, Jr. . . . . Treasurer  
Kathleen M. Griffin . . . . . Executive Vice President  
Annemarie G. Rosewater . . . . . Executive Secretary

Jean B. Glanz . . . . . Director  
Joseph Mash . . . . . Director  
James T. McCall . . . . . Director  
John T. Posey . . . . . Director  
Marcia L. Stevens . . . . . Director

Foundation Board of Directors, 1987-88

Karen Struve . . . . . President  
Jean Glanz . . . . . Vice President  
Larry I. Slatky . . . . . Immediate Past President  
Marcia Stevens . . . . . Secretary  
Dennis Sullivan . . . . . Treasurer  
Kathleen M. Griffin . . . . . Executive Vice President  
Annemarie G. Rosewater . . . . . Executive Director

Edward Brody . . . . . Director  
Sally Craven . . . . . Director  
Joseph Mash . . . . . Director  
James T. McCall . . . . . Director  
John T. Posey . . . . . Director

## Foundation Board of Directors, 1988-89

Sally A. Craven . . . . . President  
Cherrathée Y. Hager . . . . . Vice president  
Karen A. Struve . . . . . Immediate Past President  
Marcia L. Stevens . . . . . Secretary  
Dennis F. Sullivan . . . . . Treasurer  
Richard L. Thorpe . . . . . Executive Vice President  
Annemarie G. Rosewater . . . . . Executive Director

Edward Brody . . . . . Director  
B. Daniel Carr . . . . . Director  
Jean B. Glanz . . . . . Director  
Richard D. Hanauer . . . . . Director  
James L. Knepler . . . . . Director  
James T. McCall . . . . . Director  
Kenneth M. Ogren . . . . . Director

## Foundation Board of Directors, 1989-90

Sally Craven . . . . . President  
Floyd B. Rhoades . . . . . Vice President  
Karen A. Struve . . . . . Immediate Past President  
Dennis F. Sullivan . . . . . Secretary  
Richard D. Hanauer . . . . . Treasurer  
Richard L. Thorpe . . . . . Executive Vice President

Edward Brody . . . . . Director  
B. Daniel Carr . . . . . Director  
Richard M. Fratianne . . . . . Director  
Eleanor M. Johnson . . . . . Director  
James L. Knepler . . . . . Director  
James T. McCall . . . . . Director

## Foundation Board of Directors, 1990-91

Floyd B. Rhoades, Jr. . . . . President  
 James L. Knepler . . . . . Vice-President  
 Sally A. Craven . . . . . Immediate Past-President  
 James L. Farley . . . . . Secretary  
 Miner L. Brown . . . . . Treasurer  
 Richard L. Thorpe . . . . . Executive Vice-President

Jack D. Billingsley . . . . . Director  
 Eleanor M. Johnson . . . . . Director  
 James T. McCall . . . . . Director  
 Margaret Roberts . . . . . Director

## Appendix C: College and Foundation Awards, 1981-91

### College and Foundation Awards, 1980-81

Howard J. Funston . . . . . Distinguished Administrator Award  
 None . . . . . ACHCA Public Service Award  
 Mardell E. Brandt . . . . . Education Award  
 None . . . . . Research Award  
 Thomas P. Lewis . . . . . Fellow Emeritus Award  
 None . . . . . Honorary Fellow Award  
 Congr. Claude Pepper . . . . . Public Service Award  
 None . . . . . Foundation Ross Laboratories Distinguished Service Award  
 None . . . . . Chapter of the Year Award  
 None . . . . . Chapter Membership Award

## College and Foundation Awards, 1981-82

Edwin E. Martin . . . . . Distinguished Administrator Award  
V. Richard Miller . . . . . ACHCA Public Service Award  
Dulcy B. Miller . . . . . Education Award  
Norman L. Hunter . . . . . Research Award  
None . . . . . Fellow Emeritus Award  
Albert Kelly . . . . . Honorary Fellow Award  
Edward Brody . . . . . Foundation Ross Laboratories Distinguished Service Award  
Maine, Minnesota, Tennessee, Michigan . . . . . Chapter of the Year Award  
Maine, South Carolina, Connecticut . . . . . Chapter Membership Award

## College and Foundation Awards, 1982-83

Sr. Ann Jeanne Chisholm . . . . . Distinguished Administrator Award  
Lt. Richard Williams . . . . . ACHCA Public Service Award  
Col. Thomas A. Janke . . . . . Education Award  
None . . . . . Research Award  
Catherine T. Anderson . . . . . Fellow Emeritus Award  
Stuart A. Wesbury, Jr. . . . . Honorary Fellow Award  
None . . . . . Foundation Ross Laboratories Distinguished Service Award  
None . . . . . Chapter of the Year Award  
None . . . . . Chapter Membership Award



## College and Foundation Awards, 1983-84

Karen A. Struve . . . . . Distinguished Administrator Award  
 Repr. David C. Hollister . . . . . ACHCA Public Service Award  
 Raymond F. Rustige . . . . . Education Award  
 Jane L. Barney . . . . . Research Award  
 Vincent Botarelli . . . . . Fellow Emeritus Award  
 James T. McCall . . . . . Honorary Fellow Award  
 Larry L. Slatky . . . . . Foundation Ross Laboratories Distinguished Service Award  
 None . . . . . Chapter of the Year Award  
 None . . . . . Chapter Membership Award

## College and Foundation Awards, 1984-85

Robert W. Schlicht . . . . . Distinguished Administrator Award  
 None . . . . . ACHCA Public Service Award  
 None . . . . . Education Award  
 None . . . . . Research Award  
 Jack Moseley . . . . . Journalism Award  
 None . . . . . Fellow Emeritus Award  
 Richard Brodie . . . . . Honorary Fellow Award  
 None . . . . . Foundation Ross Laboratories Distinguished Service Award  
 None . . . . . Chapter of the year Award  
 None . . . . . Chapter Membership Award

## College and Foundtion Awards, 1985-86

Douglas F. Lindsey . . . . . Distinguished Administrator Award  
Beatrice G. Breitstein . . . . . ACHCA Public Service Award  
David B. Oliver . . . . . Education Award  
Theodore H. Koff . . . . . Research Award  
Vicki L. Small . . . . . Journalism Award  
Adrian K. "Beep" Roberts . . . . . Fellow Emeritus Award  
Warren G. Polle . . . . . Honorary Fellow Award  
None . . . . . Foundation Ross laboratories Distinguished Service Award  
None . . . . . Chapter of the Year Award  
None . . . . . Chapter Membership Award

## College and Foundation Awards, 1986-87

Bruce W. Bennett . . . . . Distinguished Administrator Award  
Robert E. Moses . . . . . ACHCA Public Service Award  
Patricia Ebersole . . . . . Education Award  
Philip G. Weiler . . . . . Research Award  
Susan J. Smith . . . . . Journalism Award  
Ruth Slick . . . . . Fellow Emeritus Award  
John Thornton Posey . . . . . Honorary Fellow Award  
None . . . . . Foundation Ross Laboratories Distinguished Service Award  
None . . . . . Chapter of the Year Award  
None . . . . . Chapter Membership Award

## College and Foundation Awards, 1987-88

Jean B. Glanz . . . . . Distinguished Administrator Award  
 Mary Ellen Klinck . . . . . ACHCA Public Service Award  
 Robert V. Siebel . . . . . Education Award  
 Drs. Ronald L. Miller and Mary E. Tinetti . . . . . Research Award  
 Michelle Hicks . . . . . Journalism Award  
 Carolyn L. Pavloff . . . . . Fellow Emeritus Award  
 Dr. Hilda Grey . . . . . Honorary Fellow Award  
 Lorraine A. Franco . . . . . Young Administrator Award  
 None . . . . . Foundation Ross Laboratories Distinguished Service Award  
 None . . . . . Chapter of the Year Award  
 None . . . . . Chapter Membership Award

## College and Foundation Awards, 1988-89

Charles F. Shelton, Jr. . . . . Distinguished Administrator Award  
 Gordon D. Brown . . . . . ACHCA Public Service Award  
 James S. Dolph . . . . . Education Award  
 Steven J. Fritzke . . . . . Research Award  
 Hugh Downs . . . . . Journalism Award  
 Benjamin Lane . . . . . Fellow Emeritus Award  
 Douglas F. Lindsey . . . . . Fellow Emeritus Award  
 James L. Knepler . . . . . Honorary Fellow Award  
 Richard C. Snook Foundation Ross Laboratories Distinguished Service Award  
 Daniel J. Suer . . . . . Young Administrator Award  
 None . . . . . Chapter of the Year Award  
 None . . . . . Chapter Membership Award  
 Robert Wood Johnson Foundation . . . . . President's Award  
 Larry I. Slatky . . . . . Foundation Award for Dedicated Service

## College and Foundation Awards, 1989-90

Patricia A. Ionnetta . . . . . Distinguished Administrator Award  
 James Brennan . . . . . ACHCA Public Service Award  
 Jenean Erickson . . . . . Education Award  
 None . . . . . Research Award  
 Alvin V. Sizer . . . . . Journalism Award  
 None . . . . . Fellow Emeritus Award  
 Stephen E. Ronai . . . . . Honorary Fellow Award  
 Mark J. Finkelstein . . . Foundation Ross Labs. Distinguished Service Award  
 Gary M. Sudhalter . . . . . Young Administrator Award  
 Connecticut, Michigan . . . . . Chapter Excellence Award  
 None . . . . . Chapter Membership Award

## College and Foundation Awards, 1990-91

Jon R. Zemans . . . . . Distinguished Administrator Award  
 None . . . . . ACHCA Public Service Award  
 Marcha Everett Meng . . . . . Education Award  
 None . . . . . Research Award  
 Melinda Beck . . . . . Journalism Award  
 None . . . . . Fellow Emeritus Award  
 Michael Lipnicki . . . . . Honorary Fellow Award  
 Ray Rustige . . . . . Foundation Ross Laboratories Distinguished Service Award  
 None . . . . . Young Administrator Award  
 None . . . . . Chapter Excellence Award  
 None . . . . . Chapter Membership Award

## Appendix D: College Past Presidents, 1963-92 American College of Health Care Administrators

Theodore E. Hawkins	1963-66
Dr. Carl A. Becker	1966-67
Alton E. Barlow	1967-68
Sr. Ambrosette M. Pflueger	1968-70
Dr. Donovan J. Perkins	1970-71
Eleanor B. Baird	1971-72
Derril D. Meyer	1972-73
Edward Brody	1973-74
Gerald A. Bishop	1974-76
Dr. Hoyt Crider	1976-77
E. B. Baker	1977-78
Stuart H. Goldberg	1978-79
Nicholas D. Demisay	1979-80
Lilla O. Hagan	1980-81
Andrew L. Fennelly	1981-82
Rev. Robert W. Schlicht	1982-83
Dennis F. Sullivan	1983-84
Robert V. Siebel	1984-85
Mardell Brandt	1985-86
Mark J. Finkelstein	1986-87
Richard L. Thorpe	1987-88
James L. Farley	1988-89
Kenneth M. Ogren	1989-90
Richard A. Fratianne	1990-91
Jack D. Billingsley	1991-92