Advancing high quality, innovative practice along the long term care continuum

Educate, Mentor & Inspire

Research to Advance Quality & Improve Care

Strategic Goals

Achieve Financial Stability

Communicate Mission, Vision & Successes

2008 annual report
Welcome to Our 2008 Annual Report

The AMDA Foundation advances excellence and innovation in the long term care continuum through research and its translation into practice. The Foundation educates and inspires current and future long term care professionals.

The Foundation’s vision is to advance high quality, innovative practice along the long term care continuum.

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Jurgis Karuza, Jr., PhD
Paul R. Katz, MD, CMD
Larry Lawhorne, MD
Cari Levy, MD, CMD
David R. Zimmerman, PhD

**AMDA Foundation Staff**

Once again, the AMDA Foundation held a strong and valued presence at the AMDA Annual Symposium in 2008, sponsoring several important and well-attended programs:

- “The Long Term Care Quality Improvement Partnership” featured speakers David Polakoff, MD, CMD and Rosa Baier, MPH
- Leslie Libow, MD, CMD moderated “QI Awards: One Year Later,” which featured previous QI award winners Alice F. Bonner, PhD, RN; Mary Esrek, PhD, RN; and Sumi Misra, MD, MPH
- The Foundation co-sponsored the Symposium’s Opening General Session, which featured Carl A. Hammerschlag, MD, discussing, “The Quest for Vision: Leading Your Team to the Top”
AMDA Foundation, A Strategic Year

“The future health care workforce will be woefully inadequate in its capacity to meet the large demand for health services for older adults if current patterns of care and of the training of providers continue... Immediate and substantial action is necessary by both public and private organizations to close the gap between the status quo and the impending needs of future older Americans.”

—Retooling for an Aging America, Institute of Medicine, 2008

The AMDA Foundation is an independent, nonprofit organization that takes a hands-on approach to addressing the critical shortage of doctors working in long term care through involved, consistent outreach to residents, fellows and young career physicians with an interest in geriatrics. The Foundation strives for the advancement of excellence in patient care through the promotion of research and its application in long term care practice.

The AMDA Foundation was officially chartered and incorporated on January 17, 1996, when the members and Board of Directors of the American Medical Directors Association resolved to address profound needs to bring new physicians into their field and to further research and its translation into practice in long term care.

During the past year, the Foundation has undergone significant and exciting changes, completing a major strategic planning effort to determine how to target programming that meets today’s needs in long term care while remaining true to the organizations founding goals.

Strategic Planning Timeline

- September 2007: Foundation Board began strategic planning process
- March 2008: Strategic plan refined at spring Research Network meeting; draft submitted to AMDA Board
- April-May 2008 Strategic plan fine-tuned
- June 2008: Plan completed
Message from the Chair

Over ten years ago, the leadership of the American Medical Directors Association recognized that there was a serious dearth of long term care research in this country and realized the detrimental impact this could have on America’s elderly, particularly as this population grows. AMDA created the AMDA Foundation in order to ensure that adequate research would exist to maximize the quality of care for long term care facility patients and enable physicians and others to translate research effectively into practice. The AMDA Foundation started out as a dream and a vision of but a few, but has grown to be a respected presence in the research and long term care community and a visible beacon of light for many of us who work in this very rewarding field. Our mission continues to follow that beacon of light moving us ever forward.

This past year, like the two years prior, has seen change, growth and progress. We continue to move forward using our strategic plan as our internal beacon of light and the vision and support of the AMDA Foundation Board of Directors, the AMDA Board of Directors, the AMDA membership and the long term care community as our external strength. This year the Foundation completed and began implementing our strategic plan which is enabling us to plot a strong course for our future that better emphasizes our strengths and our commitment to the AMDA membership and to long term care.

“Success is a journey, not a destination. It requires constant effort, vigilance, and re-evaluation.”
-Mark Twain

With growth comes change and we have embraced some changes as well. Since the formation of the Foundation we have been lucky to have had key individuals as our Executive Directors at key times in our evolution. First, Lorraine Tarnove helped the Foundation get up and running. Janet Pailet then helped us get organized as a research entity and begin our fundraising efforts, and then Gwen Maddox oversaw our growth as a research foundation and helped us navigate through a very significant strategic planning process. We are now in the process of hiring a new Executive Director whose responsibility will be to help us implement our strategic plan and position us for future growth.

I wish to thank Gwen Maddox and all of the previous AMDA Foundation Executive Directors for all of their help and hard work over the years. I also as always wish to thank the AMDA Foundation Board of Directors, the AMDA Board of Directors, AMDA President Chuck Crecelius and AMDA Executive Director Lorraine Tarnove, the Foundation staff, the AMDA staff, and the AMDA membership for their help and support of the Foundation during 2008.

Strategic Planning

The strategic plan outlines several key goals that are described in great detail in this annual report in support of our mission and vision. Because of our commitment to research and education of future professionals we are focusing on creating an endowment to support and expand the Futures Program. A few other objectives include establishing a research agenda in line with the AMDA membership needs, to strengthen our communication with the AMDA leadership, AMDA members and the public. All of these very important goals and objectives are in progress and will be the main priority of our new Executive Director.
Research

This past year has continued to be a year of transition for the Research Network (R/N). Stefan Gravenstein, MD, CMD, R/N Director and David Polakoff, MD, CMD, co-chairs of the AMDA Foundation Research Committee conducted a very successful Fall Research Network meeting and will be hosting a continuation of the topics and focus of that meeting at the 2009 AMDA Annual Symposium. The session was titled “Quality Improvement as Research” and focused on educating physicians on how to do quality improvement projects as well as research in their facilities. Attendee comments were all very positive. The meeting was professional and well attended and included guest speaker Dr. Paul McGann, Deputy Chief Medical Officer, Centers for Medicare and Medicaid. This new direction, educating health care professionals in the art and science of research and QI, is part of our goal to create a network of researchers and research entities-facilities that will have the expertise necessary to support future Foundation projects.

I want to thank personally and on behalf of the Foundation Board Stefan Gravenstein, MD, CMD for all of his hard work, knowledge, and expertise for taking on the role as our Research Network Director. I also want to thank David Polakoff, Past Chair of the Foundation, for all of his hard work as co-chair of the Research Committee. Stefan and David have been able to impart their love for long term care research to our Board, to the Research Network, and to the long term care community.

We also have three studies well on their way with three excellent principle investigators chosen through our new open call for PI process. A call was sent out to the AMDA membership and three investigators were brought on board. Currently, sites are being recruited for the glycemic control study and the other two studies are moving forward.

Scientific Advisory Council

In 2008 we put in motion the mechanisms to create a Scientific Council. This body was established to bring together experienced researchers with an interest in long term care medicine to advise the Foundation on its research activities. The Council goals include:

- Developing rationale for a training strategy including topics, format, and mechanisms for training R/N members; develop criteria for certificate programs for individuals and nursing facilities to be research ready/teaching nursing homes
- Developing an approach for compiling a national LTC research agenda that would involve a broad range of stakeholders
- Developing a philosophy for research approach for the AMDA Foundation including market research

The Councils’ activities may include:

- Review potential activities for Research Network members including mentoring of volunteers assigned to projects
- Assign PIs to Foundation studies
- Oversee R/N research curricula
- Identify potential study ideas/areas

We are looking forward to establishing and working with this group to advance excellence in long term care. The individuals of the council will also act as mentors for less experienced researchers who wish to participate in studies and projects.

Finances

I am very happy to report that we ended the fiscal year 2008 with a positive net balance. We not only have sufficient operating funds but also have a reserve fund. I wish to thank our past Executive Director, Gwen Maddox, for her financial stewardship of the Foundation.
**Futures Program**

The Futures Program, an intensive learning experience designed to expose residents and fellows to the numerous career opportunities available in long term care, is the Foundation’s top priority. Many past participants have joined the ranks of AMDA and sought out careers in long term care medicine. Fifty-five enthusiastic residents and fellows from across the country participated in the 2008 program. I would like to thank the Futures Co-chairs Cari Levy, MD, CMD and Heidi White, MD, CMD for their dedication, time and leadership. Member donations are used to support the fellows who attend this important day-long program. I would also like to thank Wyeth, Sanofi-Aventis, Johnson & Johnson, Watson, and Kindred Healthcare, as well as donations from the Alabama, Florida, Kentucky, Maryland, Nebraska, North Carolina, Oklahoma, Pennsylvania, South Carolina, and Tennessee state chapters for their generous donation to the Futures Program.

**AMDA Foundation/Pfizer Quality Improvement Awards**

The AMDA Foundation/Pfizer Quality Improvement Award program continues to attract talented individuals who develop important projects designed to improve the quality of care of residents in their respective facilities. I wish to thank all of the individuals who took the time to submit for this award and Leslie Libow, MD, CMD and the panel of judges who reviewed all of the applications and chose the awardees. I also wish to thank Pfizer for their continued generous support for this very important award program.

**AMDA Foundation/Evercare® Awards**

The AMDA Foundation/Evercare® Awards is a new and exciting program. It recognizes innovative programs in nursing homes that improve the quality of life of their residents. I wish to thank William Smucker, MD, CMD and the panel of judges for their difficult task of choosing the three winners.

**Art Auction**

The 2008 art auction was a huge success and drew attention to the talented individuals we care for every day in our facilities. We continued to receive many incredible pieces of art from facility residents, AMDA members, and other friends of the Foundation. I want to thank Foundation staff for their ideas, inspiration, and hard work in continuing to make the art auction a huge success.

**Summary**

The Foundation continues to adapt to the changing climate in long term care and to the decrease in funding opportunities. Creating a Scientific Council will be crucial to expanding the scope of the Foundation’s efforts in the research arena and I am confident that this group will assist us in developing the direction in which the AMDA Foundation’s Research agenda and Research Network will proceed. I am also confident that with the dedication of the AMDA membership and other friends of the Foundation, the AMDA Foundation Board, volunteers and staff we will continue to increase the Foundation’s scope and expand our research, our mentoring and Futures Programs and fundraising efforts in the coming years.

Respectfully Submitted,

Jonathan Musher, MD, CMD
Chair, AMDA Foundation
Message from the Interim Executive Director

I stepped into the position of Interim Director in June of 2008 to “hold down the fort” until we could recruit a fully qualified Executive Director. Completion of the strategic plan indicated the need to revise the job description for this position and recruitment was the number one priority I was given by both the AMDA and AMDA Foundation Boards.

As we began the recruitment process within the context of the strategic plan, other secondary goals emerged; they would not wait until a full-time Executive Director was on board. The standing need for infrastructure led to the formation of a Scientific Advisory Council chaired by Jonathan Musher, MD, CMD. The Council will also help develop curricula for training potential researchers in a variety of capacities. Most notably, the AMDA Foundation leadership envisions the capability of working with training research teams across the U.S. These teams would be trained and at the ready to collaborate with the AMDA Foundation on studies of relevance to the AMDA mission and members. Key roles in projects would be held by these research teams, already versed in long term care training operations and models, and on board with the AMDA Foundation to act as principal investigators, subcontracting key elements of studies including recruitment, data collection, and data analysis.

Another objective that emerged as I began my role of oversight for the three studies under contract with Novartis, LifeScan, and Sanofi-Aventis was we needed policies and procedures to guide our study operations. A manual of related policies and procedures was approved by Stefan Gravenstein, MD, CMD as Director of the Research Network and by the AMDA Foundation Board. This allowed for assignment of investigators, IRB submission, and procurement of subcontracting in order to complete these projects.

The 2008 Annual Symposium was held in March in Salt Lake City. Of course, the Futures Program shined as always—with Program Chairs Cari Levy MD, CMD and Heidi White, MD, CMD presenting a spectacular program that motivated attendees to dive into the full AMDA Symposium experience fearlessly. Evaluations show once again the amazing value of this program. Given the 2008 Institute of Medicine (IOM) study on workforce issues this program is the kind of effort recommended in the report. The IOM emphasis gives the program even greater importance, and there are ideas for expanding the Futures Program to reach more potential LTC physicians.

The Foundation partnered with Evercare to create the AMDA Foundation/Evercare® Award for “Improving the Quality of Life for Persons Living in Nursing Homes.” The recipients of the three awards presented the QI programs they developed and implemented in their nursing facilities during a QI session in Salt Lake City.

In addition, the AMDA Foundation and Pfizer continued the AMDA Foundation/Pfizer QI award program for the eighth year. Winners were announced at the Friday General Session and the previous year’s awardees presented the results of their quality improvement projects later that afternoon.

Another ‘jewel in the crown’ of the AMDA Foundation’s programming at the AMDA Annual Symposium is the Art Auction and in 2008 the auction offered more in every sense of the word. More items, more art from elders, more photos from our favorite photographers, and more opportunities to participate. As a result, 80 items were sold...
and nearly $7,000 was raised for the 2008 Futures Program. The auction was a favorite gathering place at the meeting along with the AMDA Foundation “Wall of Caring.” As always, the pledges and reminiscences were moving, acknowledging, and even healing.

The Fall Research Network Conference was a success for several reasons. Firstly, the majority of attendees were new to the fall conference. Secondly, these fresh faces were extremely enthusiastic and spent two hours over lunch in a facilitated session with former AMDA Foundation Board of Directors Chair David Polakoff, MD, CMD that led to an almost epiphany moment which defined the future of research for the R/N to a focus on quality improvement. This focus is in sync with national quality improvement efforts and is central to the role of physicians in LTC.

When I stepped into the interim position in June my goal was: 1) to have a permanent replacement by year-end and 2) to continue all the established AMDA Foundation activities and events. With the help of a dedicated AMDA and AMDA Foundation staff, every program went forward. Here I want to make special note of the contributions of Chris Danihel. Chris kept things going on a day-to-day basis and supported me in every way possible. During my tenure, both Chris and I lived LTC personally, with mothers in LTC facilities – and professionally. She never faltered as I asked her to step up to the plate with me.

It would have been impossible to find success in the position without the complete and unconditional support of the Foundation’s Board of Directors. In particular, Jonathan Musher, MD, CMD propelled me with his energy and vision. He remains engaged and enthusiastic about the AMDA Foundation and his enthusiasm is infectious.

Yes, I will continue a close relationship with the AMDA Foundation. This is one lesson I’ve learned over the years from being a member of the first Board of Directors and then Interim Executive Director, not once, but twice. AMDA and the AMDA Foundation must maintain a close, ongoing working relationship that goes beyond but includes formal oversight and reporting. Coordination of missions and work plans and collaboration on projects – of any scale – are crucial to the success of both organization and – more importantly – to achieve resonance with the needs of AMDA members and constituents.

I am as optimistic about the future and potential of the AMDA Foundation as I was the day I signed the incorporation papers in 1996. Every component of the AMDA Foundation’s activity can contribute to improved care for residents of LTC. With a stronger infrastructure, policies and procedures for operations and research, an expanded staff, and the training of capable researchers from across the county, the AMDA Foundation’s mission will propel AMDA’s agenda forward. I have every confidence in the AMDA Foundation staff and the volunteers who lead it and I am grateful to have contributed to its future. I remained committed to its mission as Executive Director of AMDA.

Respectfully submitted,

Lorraine Tarnove
Interim Executive Director
Long-Term Care Research Network

The LTC Research Network’s spring meeting was held in Salt Lake City, Utah. Members had the valuable opportunity to share discussion in small-sized groups, touching on future goals and aspirations for the organization, and emphasizing the need for greater collaboration among researchers and with administrators on research projects. Benefits of joining the R/N were discussed, suggestions were made, ideas shared, and research in the LTC setting was a hot topic for all who attended.

The Fall Research Network Conference took place November 14-16, 2008, in Baltimore, Maryland, at the Sheraton Inner Harbor. The theme of this year’s conference was “Quality Improvement as Research.” A panel of nine national experts on the topics of quality improvement and research gave lectures and didactic sessions over the three-day conference.

This year’s conference marked the first time the Foundation opened its doors to healthcare practitioners from all backgrounds. Represented were the fields of geriatrics, nursing, and pharmacology. The keynote speaker, Paul McGann, MD, MS, Deputy Chief Medical Officer, Office of Clinical Standards & Quality, Centers for Medicare and Medicaid Services, kicked off the conference with a lecture on leading the health care team in quality improvement. Other R/N conference sessions included:

- Dr. Ed Davidson, the Editor-in-Chief of Consultant Pharmacist, lectured on the institutional review board (IRB) management and assessment of QI projects, highlighting the distinction between QI and research, and also IRB functions and processes.

- Dr. William Ershler from the National Institute on Aging lectured on frailty from a biological, pharmacological, and epidemiological perspective. Dr. Ershler also shared some of the recent research conducted in the area of frailty treatment.

- Drs. Keith and Mary Pat Rapp from the Geriatric Associates of America led a discussion on how the application of an interdisciplinary collaborative framework can aid in avoiding unnecessary hospitalizations.

- Dr. Robin Remsburg from George Mason University lectured on the importance of team science, providing strategies for effective collaboration among researchers.

The R/N is currently coordinating three research projects: “Better Glycemic Control in the Long Term Care Facility,” with a grant from LifeScan; “Care and Prevention of Venous Thromboembolism in the Long-Term Care Facility” with a grant from sanofi-aventis, and “Use of the Rivastigmine (Exelon) Patch in Assisted Living and Long-Term Care Facilities – Staff Preference over Other Forms of Cholinesterase Inhibitor Therapy,” with a grant from Novartis.

On another exciting Research Network note: David Polakoff, MD, CMD has submitted a final manuscript for publication in AMDA capturing the results of the study funded by the Agency for Healthcare Research and Quality (AHRQ), “A Randomized Study to Assess Nursing Home CPG Implementation,” a four-year project that began in 2002. The study was part of the Long-Term Care Quality Improvement Partnership and evaluated the impact of the “Tool Kit for Implementation of the Clinical Practice Guidelines for Pressure Ulcers” and the “Tool Kit for Implementation of the Clinical Practice Guidelines for Pain Management” on care processes and clinical outcomes in 50 nursing homes in the United States.

Dr. Robin Remsburg, takes questions from participants at the Fall R/N Conference
Awards and Honors

“Every accomplishment starts with the decision to try.”
-Unknown

In 2008 the Foundation recognized talented visionaries, passionate researchers, and innovative leaders. The individuals set an example and established a new standard of excellence for others.

AMDA Foundation/Pfizer Quality Improvement Awards Program

The AMDA Foundation/Pfizer Quality Improvement Awards Program is in its eighth year, and provides three awards ranging from $10,000-$15,000 each. The awards support initiatives that focus on facility staff education, quality improvement programs, research on interventions and treatment, and health literacy to directly enhance the quality of care provided to patients in long term care settings. The awards are intended to cover salary support, consultant fees, materials, and travel to the AMDA Annual Symposium to present project results.

2008 AMDA Foundation/ Pfizer QI Award Winners:

“Effects of Written Emotional Disclosure on Alzheimer's Disease”
Pasquale Frisina, PhD
Jewish Home & Hospital Life Care System
New York, New York

“Improving Communication at Transition from the Skilled Nursing Facility to Emergency Department”
Suzanne Gillespie, MD
University of Rochester Medical Center
Rochester, New York

“How to Communicate and “Connect” with Alzheimer’s: A Practical Strategy for Family Visitors of Relatives with Dementia”
Lené Levy-Storms, PhD, MPH
University of California Los Angeles
Los Angeles, California
The 2008 AMDA Foundation’s Quality Improvement Awards Selection Committee

Leslie S. Libow, MD, CMD, Committee Chair
Jewish Home and Hospital Life Care System, Mount Sinai School of Medicine
New York, New York

David Nace, MD, MPH
University of Pittsburgh Institute on Aging
Pittsburgh, Pennsylvania

Jacob Dimant, MD, CMD
Lutheran Augustana Center for Extended Care & Rehabilitation, Lutheran Medical Center
Brooklyn, New York

Dan Osterweil, MD, MscEd, CMD
UCLA School of Medicine, Borun Center for Gerontological Research
Los Angeles, California

David Polakoff, MD, MSc, CMD
Senior Health Advisors
Concord, Massachusetts

David R. Zimmerman, PhD
Center for Health Systems Research and Analysis, University of Wisconsin-Madison
Madison, Wisconsin

Dr. Jonathan Musher (l) and Dr. Leslie Libow (r) with Dr. Ralf Habermann who accepted an award certificate on behalf of Dr. Sumi Misra for the 2007 AMDA Foundation/Pfizer QI Award.
AMDA Foundation/Evercare® Awards for “Improving the Quality of Life for Persons Living in Nursing Homes”

The Foundation was pleased to begin a three-year partnership with Evercare, which has generously pledged $30,000 per year until 2010 in support of the AMDA Foundation/Evercare® Awards for “Improving the Quality of Life for Persons Living in Nursing Homes.” The first awards were presented to recipients at the AMDA Symposium in Salt Lake City on March 6, 2008.

These awards are based on programs nursing facilities have implemented and demonstrated to improve the quality of life for their long term care residents. Three awards of $10,000 each are provided. At least one annual award is specifically given to recognize improved advanced care planning and/or palliative care programs. The three facilities chosen for the award presented their quality improvement programs at the 2008 AMDA Annual Symposium in Salt Lake City.

The 2008 AMDA Foundation/Evercare® Award Recipients

“Improving Outcomes: Identifying Issues Attributing to Unplanned Significant Weight Loss”
The Maria Joseph Living Care Center
Dayton, Ohio

“Falls Reduction Program”
Daughters of Israel
West Orange, New Jersey

“Flacker Form” (Palliative Award)
Elderwood at Maplewood
Cheektowaga, New York

2008 AMDA Foundation/Evercare® Awards Selection Committee

William D. Smucker, MD, CMD, Chair
Westfield Center, Ohio

Alice F. Bonner, PhD, RN
University of Massachusetts Medical School
Westborough, Massachusetts

Marianna Grachek, MSN, CNHA, CALA
American College of Health Care Administrators
Reston, Virginia

Anthony J. Lechich, MD
Terrance Cardinal Cooke Health Care Center
New York, New York

Joseph G. Ouslander, MD, CMD
Boca Institute for Quality Aging
Boca Raton, Florida

Judith Peres, LCSW-C
Aging Health Policy Consultant
Washington, D.C.

Joan Teno, MD
Hospice Care of Rhode Island
Barrington, Rhode Island
The AMDA Foundation Futures Program

Each year, a record number of residents and fellows apply to participate in the AMDA Foundation Futures Program and 2008 was no different. The goal of the program is to increase the number of residents and fellows interested in long term care practice as medical directors, attending physicians, and long term care researchers. The 2008 program attracted 55 participants who came to the AMDA Annual Symposium to learn about long term care careers.

This year the Foundation introduced a new and largely successful mentoring component to the Futures Program. Futures participants were partnered with an active and involved AMDA member who mentored the participant, sharing experiences and wisdom. Mentees learned the value of becoming a Certified Medical Director, what it is like to practice in various LTC settings, understanding roles and responsibilities of medical directors, guidance in career planning, and other professional and personal development mentoring.

Program Co-Chairs Cari Levy, MD, CMD and Heidi White, MD, CMD successfully designed a program that provided participants with a current and enlightening picture of long term care. In addition to sessions that offered a general overview of long term care practice, the program included expert speakers on "A Day in the Life of a Medical Director," practical approaches to LTC, quality improvement and clinical practice guidelines, as well as risk management.

All contributions from the AMDA Foundation “Wall of Caring” directly supported the Futures Program, and Johnson & Johnson Healthcare Systems sponsored the Wednesday night reception. The AMDA Foundation would like to thank the following funders: Wyeth Pharmaceuticals, Johnson & Johnson Healthcare Systems, Kindred Healthcare, Sanofi-Aventis and Watson Laboratories, Inc. as well as donations from the Alabama, Florida, Kentucky, Maryland, Nebraska, North Carolina, Oklahoma, Pennsylvania, South Carolina, and Tennessee AMDA state chapters for their generous support of the Futures Program.

“There is currently a shortage of approximately 12,000 geriatricians; by 2030 the shortage will be about 28,000. By 2025 there is projected to be a shortage of 100,000 physicians.”
—Retooling for an Aging America, Institute of Medicine, 2008 (quoting ADGAP & Alliance for Aging Research)

Comments from the 2008 Futures Class

“Thanks for the opportunity! I learned more about medical directorship that I did not know from my fellowship.”

“Great intros to being a medical director, clears up a lot of uncertainty.”

“Most comprehensive review about LTC from both clinical and administrative viewpoints.”
AMDA FOUNDATION 2008

2008 Futures Participants

“Amazing program - pertinent messages - inspiring!”
—2008 Futures Participant

Vorbes Alegre, MD, New York Medical College, New York
Laurie Archbald-Pannone, MD, University of Virginia, Virginia
Narender Arcot, MD, Brody School of Medicine, North Carolina
Yasier Basheer-Gowi, MD, University of Louisville, Kentucky
Lynse Brandt, PharmD, Johns Hopkins Bayview Medical Center, Maryland
Vanessa Gail Buot, MD, Hennepin County Medical Center, Minnesota
Leena Chacko, MD, Cleveland Clinic Foundation, Ohio
Pushkar Chand, MD, Kaiser Permanente Medical Center, California
Sandy Chang, MD, Johns Hopkins Geriatrics, Maryland
Geetha Chilikamarri, MD, Michigan University-Sparrow Health System, Michigan
Sze Mei Chung, MD, University of Hawaii, Hawaii
Kimberly Curseen, University of Arkansas, Arkansas
Yonette Davis, MD, Montefiore Medical Center/Albert Einstein College of Medicine, New York
Kelly Fehrenbacher, MD, University of Wisconsin, Wisconsin
Cristian Fernandez-Falcon, MD, Carilion Center for Healthy Aging, Virginia
Geria Furtuna, MD, University of Rochester, New York
Mario Galdames, MD, University of Wisconsin, Wisconsin
Erica George-Saintilus, MD, Long Island Jewish Medical Center, New York
Rangaraj Gopalraj, MD, East Kentucky Family Medicine, Kentucky
Sergey Gorbachev, MD, Indiana University, Indiana
Mahenaaz Haq, MD, MBBS, Winthrop University Hospital, New York
Jennifer Hoppe, DO, Michigan University-Sparrow Health System, Michigan
Sherry Humphrey, MD, St. Vincent’s Catholic Medical Center, New York
Hammad Hussain, MD, Duke University, North Carolina
Ashkan Javaheeri, MD, Stanford University, California
Mohammad Khan, MD, University of Arkansas for Medical Sciences, Arkansas
Hira Kohli, MD, Emory University, Georgia
Michael LaMantia, MD, University of North Carolina, North Carolina
Steven Landers, MD, MPH, Cleveland Clinic, Ohio
Wendy Latunick, MD, Louisiana University, Louisiana
Julio Leey, MD, University of Louisville, Kentucky
Barbara Lewis, MD, Emory University, Georgia
Luella Lewis, MD, New York Medical College, New York
James Lin, MD, Emory University School of Medicine, Georgia
Erickson Liwanag, MD, University of Alabama-Birmingham, Alabama
Linda Lu, MD, Harvard University, Massachusetts
Karen Lubimir, MD, DMD, University of Hawaii, Hawaii
Rabia Malik, MD, John Peter Smith Hospital, Texas
Kinner Mehta, MD, New York Medical College, New York
Isaura Menzies, MD, University of Rochester, New York
Fernanda Mercade, MD, Albert Einstein College of Medicine/Montefiore Medical Center, New York
Mrinalini Mudkanna, MD, Hennepin County Medical Center, Minnesota
Hashim Nemat, MD, Long Island Jewish Medical Center, New York
Htun Oo, MD, University of Nevada School of Medicine, Nevada
Nagma Shahryar, MD, Emory Geriatrics Program, Georgia
Shaila Shenai, MD, Cleveland Clinic Foundation, Ohio
Ruby Singh, DO, Kaiser Foundation Hospital, California
Vijaya Sudanaqunta, MD, Indiana University-Perdue University, Indiana
Muhammad Talha, MD, University of Nebraska, Nebraska
Edmond Tipton, MD, University of Alabama-Birmingham, Alabama
Elizabeth White-Chu, MD, Harvard University, Massachusetts
Christopher Williams, MD, MRCP, William Beaumont Hospital, Michigan
Mamata Yanamadala, MD, Duke University and Medical Center, North Carolina
Yanping Ye, MD, John Peter Smith Hospital, Texas
Julie Yoon, MD, Monroe Community Hospital, New York
2008 A Pivotal Year for Planning

The AMDA Foundation Board of Directors devoted a significant portion of the year to planning the organization’s path to leadership in its mission of educating and inspiring future LTC professionals and advancing excellence and innovation in the LTC continuum through research and its translation into practice. They crafted a three-year strategic plan with four main goals:

- Educate, mentor, & inspire current & future LTC professionals
- Advance quality & improve care through LTC research
- Strategic goals toward vision of advancing high quality, innovative practice along the LTC continuum
- Conduct marketing & public relations to communicate mission, vision, & successes
- Achieve Financial Stability

The Foundation developed a number of tasks necessary to accomplish each of the major goals that are described on the next pages of this Annual Report. A key component of each goal is the creation of committees in Finance, Communications, enhancement of AMDA and AMDA Foundation Board interaction, and expansion of the Futures Committee to work with staff in highly focused ways.

Guided by the Foundation’s vision, a careful analysis to identify our strengths, weaknesses and opportunities led to the following growth strategies to be implemented over the next three years. The Foundation will focus on maximizing partnerships and resources to further support and grow our unwavering commitment to the improvement of long term care for the most beloved population in our communities.
Strategic Planning Outcomes

Goal 1: Educate, mentor and inspire current and future long term care professionals

“The AMDA Foundation’s goal to educate, mentor and inspire current and future long term care professionals serves AMDA members by increasing awareness of the need for LTC providers for the aging population and LTC residents. The primary strategic objective toward meeting this goal is to enhance, refine and expand the Futures Program.”

—2008 Futures Participant

What has been done so far?

- Established a committee of the Foundation to oversee the Futures Program. Committee composition includes two Foundation board members and others from the LTC and geriatric medical education communities
- Explored ongoing funding for the Futures Program

What are some items on the drawing board?

- Expand the Futures Program to include a more diverse representation of potential LTC providers, e.g., family physicians, internists, geriatric psychiatrists, psychiatrists, nurse practitioners, and physician assistants
- Develop a core research training program for medical students, resident physicians, geriatric medicine and geriatric psychiatry fellows and practicing LTC providers
- Create a mentoring program for LTC providers

“Older Americans use considerably more health care services than younger Americans and their health care needs are often complex... Recruitment and retention of all types of health care workers is a significant problem, especially in long-term care settings.”

—Retooling for an Aging America, Institute of Medicine, 2008

“As of January 2007, 23.3 percent of all active physicians were 60 or older, and by 2020 almost half of all registered nurses are expected to be over age 50.”

—Retooling for an Aging America (quoting AAMC and AHA), Institute of Medicine, 2008
GOAL 2: Achieve financial stability

The AMDA Foundation Board set an overall goal of achieving financial stability to ensure the vitality and effectiveness of Foundation programs.

**What has been done so far?**
- Crafted a short term financial plan for 2008
- Established a Finance Committee chaired by Dr. Barbara Resnick
- Developed policy and procedures for gift acceptance

**What are some items on the drawing board?**
- Develop a long term financial plan (2009-2011)
- Develop a fundraising plan including areas such as donations, grants, and contracts that identify new sources of funding
- Assess past funding sources to ensure longstanding supporters are recognized and valued

GOAL 3: Create marketing and public relations plans to effectively communicate our mission, vision, and successes

The AMDA Foundation Board recognizes that effective communication rests on a solid foundation of planning in marketing and public relations.

**What has been done so far?**
- Reserved one Board position for AMDA liaison
- Created an independent Foundation website

**What are some items on the drawing board?**
- Strengthen communication between the Foundation and the AMDA Board
- Create a forum for Research Network members to discuss projects
- Develop a communications plan through a team effort between Foundation staff and AMDA’s Communication Committee
- Develop relationships with other philanthropic foundations

The Foundation’s website
GOAL 4: Advance quality and improve care through long term care research

The AMDA Foundation Board sees a vital need to establish a LTC research agenda for the LTC community and to increase research capabilities and capacity in LTC.

What has been done so far?
- Defined the roles and responsibilities of a governing body to oversee the work of the Research Network

What are some items on the drawing board?
- Develop advisory board of LTC principal investigators to shape Research Network programs
- Identify research priorities in conjunction with the new Scientific Council
- Develop research skills of members of the Research Network and their teams
- Develop a response mechanism and infrastructure to respond to proposals from AMDA and outside entities
- Assess feasibility and effectiveness of CPG implementation

Honoring Dr. David Polakoff

The AMDA Foundation honored David Polakoff, MD, CMD at AMDA’s 31st Annual Symposium in Salt Lake City, Utah. Dr. Polakoff served as Foundation Chair from 2002-2004, and has been actively involved with the Foundation since 2000. He was principal investigator on the AHRQ grant, “A Randomized Study to Assess Nursing Home CPG Implementation.”

The Award for Outstanding Service was presented to Dr. Polakoff for his dedication to the AMDA Foundation from 2000-2008, and for his role as Foundation Chair from 2002-2004.
AMDA members and other friends of the AMDA Foundation demonstrated their support for the Foundation through generous donations to the organization in 2008.

The Foundation’s third annual art auction, “Art at the Wall” raised over $7,000 to benefit programs and research initiatives. The highest bid for one featured item—$525—was for AMDA member Dr. Mario Cornacchione’s “Island Springs 6” photograph.

The event, which attracted nearly 100 participants to bid on over 80 items, highlighted artwork by both seniors and professional artists. The auction also featured photographs by AMDA members Jeffery Levine, MD, CMD, Mario Cornacchione, DO, CMD, and included textiles, hand-made jewelry, AMDA Annual Symposium registration as well as a variety of other wonderful items.

The 2008 “Wall of Caring” attracted tributes from AMDA members and friends for a total of nearly $50,000 in contributions, including a $20,000 matching grant from Ortho Biotech. In true tradition, tributes posted honored both patients and staff of health care facilities. In addition, Dr. Ken Brubaker was celebrated as 2008 AMDA Medical Director of the Year. Ten AMDA state chapters made generous pledges, including: Alabama, Florida, Kentucky, Maryland, Nebraska, North Carolina, Oklahoma, Pennsylvania, South Carolina, and Tennessee.

“Real generosity toward the future lies in giving all to the present.”

—Albert Camus

Dr. Musher and Dr. Libow congratulate Alice Bonner, PhD, RN of the University of Massachusetts for the successful completion of her 2007 AMDA Foundation/Pfizer Quality Improvement Award winning project, “Patient Safety Culture and Quality Outcomes in Nursing Homes: Examining the Relationship.” The generosity of our committed donors such as Pfizer, now in its eighth year of support for the QI awards, demonstrates leadership and appreciation for the value of the Foundation’s programs to the long term care community.

Many organizations struggled against economic decline in 2008. The AMDA Foundation made every possible effort to maintain momentum in pursuing funding and leading vital programs that reflect our mission. Donations from sponsors and members continued to be a critical piece in ensuring that our programs were as successful as years past.

Funding Distribution

![Funding Distribution Chart]

Research 59%
Fundraising 10%
Management & General 19%
Education 12%

Annual Operating Revenue

![Annual Operating Revenue Chart]

2008
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AMDA Foundation’s Chris Danihel promoting the Art Auction with an AMDA member at the 2008 Annual Meeting in Salt Lake City. The Auction raised over $7,000.
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