A dream is the bearer of a new possibility, the enlarged horizon, the great hope.”

— Howard Thurman, American Author and Educator

The AMDA Foundation advances the quality of life for persons in long term care (LTC) through inspiring and educating future and current health care professionals.

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

“Leaders keep their eyes on the horizon, not just the bottom line.”
— Warren G. Bennis

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The horizon is always out there. Even when it doesn’t seem to get closer, it serves as a goal—something powerful and important to reach for and achieve; and the journey toward it can be educational, enlightening, exciting, and productive. The AMDA Foundation keeps its eye on the horizon and continues to set lofty goals for its future. In the meantime, as with any good journey, we are making steady progress, enjoying successes, learning lessons, and staying true to our mission. In 2011, the Foundation stayed on course, overcame obstacles, exceeded goals and expectations, and moved forward with steady progress.

Last year, the Foundation forged new frontiers, pursuing and obtaining a grant to study outcomes related to sliding scale insulin usage in patients with diabetes in the long term care setting. This cutting edge study has moved forward under the capable leadership of principle investigator T.S. Dharmarajan, MD. Following the study, the goal is to ultimately encourage a shift from sliding scale insulin to basal bolus insulin for the management of diabetes in long term care. “We await our study findings with great anticipation,” said Dr. Dharmarajan.

Educating young physicians and encouraging them to pursue careers in long term care continues to be a top priority for the Foundation. In addition to holding the popular Futures Program, which was filled to capacity as always, the Foundation encouraged and enabled mentoring relationships between young practitioners and experienced professionals. The Futures Program and the AMDA annual meeting are the springboard for these relationships, but these bonds strengthen and perpetuate throughout the year.

Despite the challenges of a tight economy, Foundation supporters and friends continued to their caring ways in 2011. They donated books and works of art to the Caring at the Wall Auction, and they bid enthusiastically on these items. They gave generously to the Wall of Caring. They supported the Futures Program in a variety of ways. And they bought Caring Canines calendars, often by the dozen, to demonstrate their belief in long term care research and education, as well as the person-centered care approach we are all dedicated to promote.

The Foundation continues to move toward a horizon that is fraught with challenges…but also with possibilities and opportunities. The organization will continue to work to help practitioners address the challenges, envision and embrace the possibilities, and pursue the opportunities. We invite you to join us on this journey.

“There’s another horizon out there, one more horizon that you have to make for yourself and let other people discover it, and someone else will take it further on….”

— Gordon Parks, American Author
I am very pleased to report that the AMDA Foundation has continued to make notable progress this past year. We have advanced our priorities of supporting future long term care providers through the Futures Program, highlighted models of quality long term care through our Quality Improvement Awards, and long term care innovation through our Scientific Council. The Foundation has also assured our programs are closely aligned with the needs of AMDA members and creatively deriving more impact from our work. We have sought additional opportunities to work with our colleagues in AMDA and its affiliates as we explored areas of synergy across our programs. To these ends, I would like to detail several areas of progress and programmatic impact.

The Futures Program remains strong with the agenda improved each year, growth in the number of attendees and continued high participant satisfaction. There are now more than 65 resident physicians and geriatric medicine fellows participating each year at the AMDA annual meeting. The program continues to provide an excellent introduction to careers in long term care. We are especially grateful to Heidi White, MD, CMD and Cari Levy, MD, PhD, CMD the Futures co-chairs, for their continued dedication to making this program so successful.

We are also very grateful for the broad and strong financial support of the Futures Program by so many in our community of long term care professionals. All their efforts added up to full support for the 67 members of the Futures Class of 2011, including a registered nurse practitioner sponsored by a scholarship from the GAPNA Foundation. Our traditional fundraising efforts continued to provide substantial program support through the nursing home sponsorship of Golden Living and Kindred Healthcare and industry contributions by Forest. The program also benefitted by cost-sharing with the residency and fellowship programs through support of the participants’ travel expenses. Over 53 members of the 2011 Futures class received this program support, a gratifying demonstration of the geriatric medical education community’s belief in the value of the Futures Program. Sincere thanks are also due to the AMDA, AMDCP, and Foundation Board members who contributed so generously to our individual giving campaign. For the second year in a row, we were fortunate to have a long term care practice step up to provide a scholarship; Long Term Care of Virginia sponsored the attendance of a participant from Virginia. Additionally, special thanks are due to the 12 state chapters who provided support to the 2011 Futures Program including: Ohio which funded two scholarships; Maryland, Michigan and Pennsylvania that provided full scholarships; as well as Florida, Hawaii, Missouri, North Carolina, Oklahoma, South Dakota, Tennessee, and Washington that provided generous contributions to the program. Of course, all the generous gifts made by
our membership at the Wall of Caring were instrumental in making our goal of $21,000 for the Futures Program.

The Wall of Caring remained the center point of our public presence at this year’s annual meeting, recognizing the many donors to the Futures Program and providing an opportunity for AMDA members to offer tributes to the important people in their lives - from mentors to patients. Dr. Jeffrey Levine is again due special thanks for his donation of thoughtful photographs. Our silent auction of donated and autographed books on caring and books for caregivers was again the very successful centerpiece of the auction. The sales of the Caring Canines Calendar project, featuring the devoted work of many AMDA members and their facility staff, were also featured at the 2011 Wall of Caring.

I would also like to extend special thanks to Pfizer Pharmaceutical for their continued strong support of the AMDA Foundation/Pfizer Quality Improvement Award. This award allows the Foundation to raise awareness for model quality long term care in the long term care community through relatively small cost projects which can make a big difference in the lives of our long term care residents. The Foundation also continued to present the AMDA Foundation/Evercare QI award to facilities which have developed impactful innovative programs to improve the quality of life and function for long term care residents. Each of these award programs relies on AMDA members to serve on the selection committees, reviewing a number of enthusiastic applications. I would like to take this opportunity to thank AMDA Foundation/Pfizer Quality Improvement Award committee members, Jonathan Evans, MD, CMD; John E. Morley, MB, BCh; Peter Winn, MD, CMD; and Chair, Suzanne Gillespie, MD, RD, CMD; and AMDA Foundation/Evercare committee members Suzanne Cryst, RD, CSD, LD; Marianna Kern Grachek, MSN, NHA, CALA, FACHCA; Mary Pat Rapp, PhD, RN, GNP-BC; Sally Brooks, MD, FACP, AGS-F; and Chair, William Smucker, MD, CMD.

The Foundation continues to depend on our Scientific Council of highly accomplished investigators to advise the Foundation on its research activities. With much of the current national healthcare debate concerned with the residents and patients in the long term care continuum, there is a desperate need for a solid evidence base upon which to make sound policy decisions. We firmly believe the Foundation can play an important part in connecting our Research Network’s community-based long term care professionals with established investigators able to stage high quality research projects.

On behalf of the Foundation Board, I would like to publicly thank Chris Ewing who has continued to perform exceptionally well as our longtime coordinator. I also extend our heartfelt appreciation to everyone in the AMDA community for their support of our programs this past year. It is gratifying to report our progress and invite your continued involvement in your Foundation during the next year.

Respectfully Submitted,

Daniel Swagerty, MD, MPH, CMD
Chair, AMDA Foundation
Sir Winston Churchill once said, “However beautiful the strategy, you should occasionally look at the results.” The economic conditions during the last several years have been the most difficult that most of us have experienced in our lifetimes. During the past year, the Board of the Foundation has maintained the quality and fiscal integrity of the program. By employing prudent policies, procedures, and practices, AMDA Foundation has maintained its strength and stability.

All this could not have been accomplished without Christine Ewing. Chris is the backbone of the Foundation helping to constantly move the Foundation forward. It has been a pleasure working with her during my Interim Directorship.

I also want to salute our many Association volunteers for their efforts and countless hours spent participating on our Board and committees. Led by Daniel Swagerty, MD, MPH, CMD, their work and devotion form the foundation for our AMDA Foundation and are, in many respects, responsible for the achievements during the past year as you will read throughout this report.

I want to thank you for the opportunity to serve as the Interim Executive Director. It has been a distinct pleasure and honor.

Harvey Tillipman, MBA, MSW
AMDA Foundation Interim Executive Director

“However beautiful the strategy, you should occasionally look at the results.”

— Sir Winston Churchill
In 2011, the Foundation received a much coveted grant to study outcomes related to sliding scale insulin usage in patients with diabetes in long term care facilities. The main objective of the study is to demonstrate the superior efficacy of basal/bolus insulin over sliding scale insulin in reducing mean fasting blood glucose concentration averaged over days 21-28 in nursing home patients with type 2 diabetes by use of an algorithmic conversion tool. Principle investigator T.S. Dharmarajan, MD, and his team moved forward quickly and efficiently. They began with an expert advisory steering committee meeting, at which a group of experts reviewed and tweaked the study protocol, created the beta versions of the conversion algorithm and data collection tools to be used, and determined what will be needed for Institutional Review Board (IRB) reviews, consent, and recruitment for study participants. Afterward, Dr. Dharmarajan began recruiting facilities to participate in the study. They also worked on an algorithm and protocol for the study and sent an application to the IRB. They actually started the study before year end and are hoping to complete it in 2012. As diabetes affects nearly 20% of Americans over the age of 65, this is an important issue for the Foundation to address. The study’s results could positively impact the health and quality of life for millions of diabetic individuals.

The Foundation continually encourages researchers at all levels and in a variety of settings. For example, the Foundation enabled Steven Hander, MD, PhD, CMD to set up a table adjacent to the Foundation booth during AMDA Long Term Care Medicine—2010 to solicit participants for a study he was conducting. In 2011, Dr. Hander and his colleague, David Nace, MD, MPH, CMD, presented the results of that study, “Adverse Drug Event Alert Communication Preferences of Nursing Home Physicians,” during the AMDA annual meeting in Tampa. Dr. Hander said, “Without the AMDA Foundation and the meeting participants who completed the survey, we would not have been able to better characterize the Adverse Drug Event Alert communication preferences of nursing home physicians.”

To educate the intelligence is to expand the horizon of its wants and desires.”
— James Russell Lowell

The AMDA Foundation encourages researchers of all ages. The Posters Session at Long Term Care Medicine—2011 featured a 15-year-old high school student presenting the results of a study he pursued as part of a school internship. William Kindschuh of New York, N.Y., received a special honorable mention for his poster, “Comparison of a Hospital-wide Antibiogram to that of an Associated Long Term Care Facility.”
Mr. Kindschuh, who says he can picture himself as a practitioner and researcher, admitted that he hadn’t really thought about geriatrics as a career before. “My knowledge of geriatrics was limited to my neighbors and my own grandparents.” However, he is no stranger to medicine—thanks to his physician father and his mother, who is a nurse. In the meantime, in addition to playing hockey and ping pong and training to become a lifeguard, he is planning more research—a project comparing the rates of MRSA colonization for hospital (physician) residents against those of students at his school. “I will be a lot more hands-on than my last project; and collecting samples will be a real learning experience,” he said, adding, “There’s a potential for some astounding results.” When asked if we might see him as a participant in the Futures Program some day, Mr. Kindschuh indicated it was a real possibility.
Awards and Honors

The AMDA Foundation’s quality awards programs have enabled practitioners to explore and study ways to maximize quality care and promote quality improvement in unique, innovative ways. They give these individuals an opportunity to pursue their quality improvement ideas and implement new processes and programs that enhance the health, care, and lives of their residents.

The AMDA Foundation/Pfizer Quality Improvement Awards are a cornerstone of the awards program. The annual 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 long term care patients.

2011 AMDA Foundation/Pfizer Quality Improvement Award Winners

Tobie Olsan, PhD, RN
University of Rochester School of Nursing
Rochester, New York

“A Rural Collaboration to Reduce Avoidable Hospitalizations” (General Award). This project is designed to develop, implement, and evaluate a transitional care bundle, defined as a small set of practical evidence-based interventions essential to patient care. When an evidence-based bundle targets the root cause of transitional problems, it is expected that avoidable hospitalizations will decrease and time between hospitalizations will increase. This project is unique in that it focuses on transitional care in rural NHs and is conducted by an established Quality Improvement Learning Collaborative.

“The horizon leans forward, offering you space to place new steps of change.”

— Maya Angelou, American Author
Govind Bharwani, PhD
Nursing Institute at Wright State University
Dayton, Ohio

“Reducing Agitation through Non-Pharmacologic Therapies.” The Behavior-Based Ergonomics (BBE) strategy combines the science of ergonomics with the knowledge of behavioral triggers specific to Alzheimer’s/dementia residents. This project will study the impact of continuing interventions using these strategies in a pilot unit and look toward future improvements across the continuum of Alzheimer’s/dementia care.

Paul Sanders, MD
Benedictine Health Center at Innsbruck,
New Brighton, Minnesota
Co-principal investigator Murthy Gokula, MD, CMD

“Pilot of a Toolkit for the Implementation of the PAINLESS Pathway.” The purpose of this project is to evaluate a toolkit for guiding the implementation of the PAINLESS (Pain Assessment & Intervention: Necessary Ladder for Effective Short Stays) pathway to improve the quality of care for short-stay residents through the management of acute and persistent pain.
“The AMDA Foundation/Pfizer award is critical to the growth and future development of the Greater Rochester Nursing Home Quality Consortium, and we are honored to receive such a nationally competitive prize. This funding came at an ideal time for us,” said Dr. Olsan. He noted, “This award extends the Consortium’s impact by pooling our knowledge and resources across homes to improve transitional care in the entire region. Ultimately, this work will make a difference in residents’ lives by improving the continuity and coordination of care.”

Dr. Sanders said, “This award gives us the opportunity to pursue a project we wouldn’t be able to otherwise because we wouldn’t have the funding.” He added, “We now can move faster on this and address this issue now.” He explained, “If we can demonstrate through our pilot project that this is an effective way to manage pain, it can be used in facilities everywhere to maximize pain control.”

In 2011, the Foundation also presented the AMDA Foundation/Evercare® Awards for Improving the Quality of Life for Persons Living in Nursing Homes. The awards recognize nursing facilities that develop programs to bring innovative ideas and efforts to maximize quality long term care.

### 2011 Foundation/Evercare® Award Winners

**The Pines - Genesis HealthCare**
Easton, Maryland
*BID Medication Pass*

The project aimed at streamlining a team approach to the medication pass in a way that promotes patient-centered care and enhances resident and employee satisfaction. The goal is to individualize each patient’s drug regimen, eliminate unnecessary and non-therapeutic drugs, and establish two medication delivery times daily.

Awards are $10,000-$15,000 each and are made to three recipients annually to support their projects. Two awards support quality improvement projects focusing on one of five areas, and the third supports a general quality improvement project. Awards are designed to cover salary support, consultant fees, materials, and travel to Long Term Care Medicine to present project results the following year.

The program is open to all AMDA members, residents/fellows in an accredited training program, and/or mid-career and junior career faculty members of schools of medicine, osteopathy, nursing, or other health-related academic institutions. The Selection Committee considers the scientific merit of the proposed project, the impact of the proposed project on improving quality in long term care, the generalizability of the project to other facilities and organizations, and the feasibility of conducting the project within the required time frame.
**Holy Trinity Nursing & Rehabilitation Center**  
Worcester, Massachusetts  
*Resident Centered Dining Program*

This project was designed to create a dining system to mirror a home-like environment where all residents have greater control over their meals. It includes facility-wide buffet style dining, personalized special meals for resident birthdays, the use of MealTracker (a dietary software program), and efforts to bring the main dining room experience to all residents—regardless of diet or medical status.

**Lac qui Parle Health Network,**  
Madison, Minneapolis  
*Pain Management Program*

This project was designed to improve resident comfort as measured on the Minnesota Quality Indicator Report for moderate-severe pain by 10% per year or 20% over two years, and quality of life through the collaborative development and implementation to improve pain management techniques.

“"In addition to being a tremendous honor to be nationally recognized, this award validates the importance of this project for each and every staff member, as it has required an enormous amount of hard work, dedication, and teamwork to implement," said Dianne Buckley, Director of Dietary Services at Holy Trinity Nursing & Rehab Center. She added, “For those of us in long term care whose daily routine becomes ‘normal,’ it reaffirms the magnitude of the project’s importance by being able to practice resident-centered care every day.”

A panel of judges with expertise in the senior care market, and independently appointed by the AMDA Foundation, selected the award-winning facilities from nominations throughout the country. Among other guidelines, winning facilities developed and implemented programs which measurably improved the quality of life within their nursing homes. The programs were required to be both sustainable and able to be replicated in other facilities. Each recipient received a $10,000 award.
As long term care faces a tsunami of elders in the next several years and concerns about a shortage of physicians to care for these patients, the AMDA Foundation Futures Program has never been more important. The program has always been popular with residents and fellows. Many Futures alumni, such as Futures Co-Chair Cari Levy, MD, PhD, CMD, and the University of Pittsburgh’s Steven Handler, MD, PhD, CMD, have gone on to become active AMDA members and key players in the field. The program continues to attract the best and the brightest who envision the possibilities of a future career in this setting. However, increasingly, clinical and academic leaders have come to value the program and have demonstrated an eagerness to support it.

In 2011, 67 young physicians participated in the Futures Program in Tampa, FL. The program was filled to capacity, its reputation as a valuable training ground brought enthusiastic residents and fellows for the one day intensive session followed by three days attending sessions at LTC Medicine-2011.

“A person can grow only as much as his [or her] horizon allows.”
— John Powell, American Composer

In recent years, the Foundation has come to count on grassroots support for the Futures Program. In 2011, participants were supported by 36 different fellowship/residency programs, 12 state chapters, and corporate sponsorships from Kindred Healthcare, Golden Living, and Forest Pharmaceuticals. The program also received support from a LTC private practice. Long Term Care of Virginia sponsored a participant from that state. As a result of such commitments, the Futures Program was fully funded in 2011.
For the first time in 2011, the Futures participants connected with Certified Medical Directors (CMDs) at a special reception designed to encourage mentoring relationships. Another first was the participation of non-physician practitioners, including a nurse practitioner sponsored by GAPNA.

While the Futures Program was originally created to address the critical shortage of physicians serving frail elders, the multi-year grant from the St. Louis University School of Medicine allows expanded curricula to be offered to members of the interdisciplinary team. SLU’s Dammert Professor of Gerontology and JAMDA Editor-in-Chief John Morley, MB, BCh, addressed the Futures attendees about quality improvement and falls prevention.

**State Chapter Support**

The Foundation thanks the following state chapters that donated generously to support the 2011 Futures Program:

- Florida Medical Directors Association
- Hawaii Medical Directors Association
- Maryland Medical Directors Association
- Missouri Association of Long Term Care Physicians
- Michigan Medical Directors Association
- North Carolina Medical Directors Association
- Ohio Medical Directors Association
- Oklahoma Medical Directors Association
- Pennsylvania Medical Directors Association
- South Dakota Medical Directors Association
- Tennessee Association of Long Term Care Physicians
- Washington State Medical Directors Association
The Foundation enjoyed a special fundraising Home Run Derby during AMDA Long Term Care Medicine—2011 in Tampa. During Saturday night’s President’s Reception at the New York Yankees’ George Steinbrenner Stadium, 30 people of all ages participated in a ‘home run derby’ with proceeds benefiting the Foundation. These lucky individuals got behind the plate and faced a minor league Tampa Yankees’ pitcher. The winner, Craig Thomas, hit several balls out of the park. The event brought in $1,400 for the Foundation.

As always, the Wall of Caring highlighted the human side of long term care and enabled AMDA Foundation supporters and friends to pay tribute to the colleagues, family members, and friends who touched their lives and inspired their work. The Wall raised nearly $21,000 in Tampa for the Futures Program, with eight AMDA members presenting gifts at the $1,000 or above giving level. Twelve state chapters also made generous donations.

The Caring at the Wall silent auction of books enjoyed its second successful year in 2011. The auction featured over 50 books, many of them signed by the authors, and raised nearly $4,300 (a 30% increase over the previous year). Popular items included multiple copies of Practical Guide to Palliative Care, signed and authored by Foundation Chair Daniel Swagerty, MD, MPH, CMD, and Pocket Guide to Palliative Care, signed and co-authored by Drs. Jeffrey Levine and Elizabeth Ayello.

AMDA member and Past President James Lett, MD, CMD, donated several books, including a signed autobiography of John Glenn that went for nearly $200. One of the authors featured was a nursing home resident who also was a World War II veteran and retired educator. Richard Kraemer, 96 at the time, said he was honored to donate a signed copy
of his book, a non-fiction historic tome about the war. Many bidders took advantage of special “buy now” prices to show their support for the Foundation.

The AMDA Foundation Caring Canines Calendar has become a nationally recognizing tribute to the special bond between pets and people in long term care facilities. The 2011 calendar featured photos of nearly 50 dogs. The cover dog for 2011 was Blue, a rescued puppy and the official dog of Avon Oaks in Avon, Ohio. Blue’s human friends told the Foundation that the tri-color terrier makes her “rounds” daily and is “as sweet and smart as a dog can be.”

The calendar also featured a photo by renowned photographer Jeffrey Levine, MD, CMD, on the back cover. The black and white photo pictured his own dog, Parsley, enjoying a special moment with an elderly friend. Dr. Levine generously donated a framed print of the photo to the Foundation’s Caring at the Wall auction. The calendar was the most popular edition ever, and it sold out by March of 2011.

The calendar also enjoyed a special showcase during the Pioneer Network national meeting in August 2011. Futures Program alumna Miita Little, MD, and Foundation staffer Joanne Kaldy presented a program entitled “Caring Canines” that featured photos and stories from the calendar. They also spoke about the benefits of animal-assisted therapy, how to choose and train a therapy dog, and useful policies and procedures regarding pets in a nursing facility. The two were joined by Sherrie Rieves of Missouri-based Nurses and Company and her therapy dog, Kozzy. The standing-room-only crowd shared their own stories of the pet-people bond and stayed for some pet therapy of their own with Kozzy.
“We should, all of us, be filled with gratitude and humility for our present progress and prosperity. We should be filled with awe and joy at what lies over the horizon. And we should be filled with absolute determination to make the most of it.”

— President Bill Clinton
Independent Auditors’ Report

To Board of Directors
American Medical Directors Association Foundation
Columbia, MD 21044

We have audited the accompanying statements of financial position of the American Medical Directors Association Foundation (the “Foundation”) as of December 31, 2011 and 2010, and the related statements of activities and cash flows for the years then ended. These financial statements are the responsibility of the Foundation’s management. Our responsibility is to express an opinion on these financial statements based on our audits.

Continued...
We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Foundation’s internal control over financial reporting. Accordingly, we express no such opinion. An audit also includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the American Medical Directors Association Foundation as of December 31, 2011 and 2010, and the changes in its net assets and its cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America.

Ribis, Jones & Maresca, P.A.
March 22, 2012

Members Of The American Institute Of Certified Public Accountants
# American Medical Directors Association Foundation
## Statement of Activities
### Years Ended December 31, 2011 and 2010

<table>
<thead>
<tr>
<th>Revenue and Support</th>
<th>2011</th>
<th>2010</th>
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<td></td>
<td>Unrestricted</td>
<td>Temporarily Restricted</td>
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<td>Grants</td>
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<td>$ 47,000</td>
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<td>AMDA member and other contributions</td>
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<td>Contract Revenue</td>
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<td>Interest income</td>
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<td>-</td>
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<tr>
<td>Other income</td>
<td>44,277</td>
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<td>Net assets released from restrictions</td>
<td>125,350</td>
<td>(125,350)</td>
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<td>Total revenue and support</td>
<td>397,221</td>
<td>(73,350)</td>
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<tr>
<th>Expenses</th>
<th>2011</th>
<th>2010</th>
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<td></td>
<td>Unrestricted</td>
<td>Temporarily Restricted</td>
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<td>Annual Symposium</td>
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<td>Futures Program</td>
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<td>Research Funding and Conferences</td>
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<td>Award Programs</td>
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<td>Total program services</td>
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<td>Support services</td>
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<td>Fundraising</td>
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<td>Total support services</td>
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<td>Total expenses</td>
<td>345,176</td>
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<td>Change in Net Assets</td>
<td>52,045</td>
<td>(73,350)</td>
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<td>Net Assets, beginning</td>
<td>49,852</td>
<td>118,350</td>
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<tr>
<td>Net Assets, ending</td>
<td>$ 101,897</td>
<td>$ 45,000</td>
</tr>
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</table>
THANK YOU CONTRIBUTORS

We gratefully acknowledge those who made the Foundation’s work possible in 2011.

CORPORATE, GOVERNMENT AND STATE CHAPTER SPONSORS

- AMDA
- Avanir
- Evercare
- Florida Medical Directors Association
- Forest Laboratories, Inc.
- GAPNA
- Golden Living
- Hawaii Medical Directors Association
- Kindred Healthcare, Inc.
- LTC of Virginia
- Maryland Medical Directors Association
- Michigan Medical Directors Association
- Missouri Association of LTC Physicians
- North Carolina Medical Directors Association
- Ohio Medical Directors Association
- Oklahoma Medical Directors Association
- Optimer Pharmaceuticals, Inc.
- Pennsylvania Medical Directors Association
- Pfizer, Inc
- Purdue Pharma, LP
- Saint Louis University Geriatric Education Center
- sanofi-aventis
- South Dakota Medical Directors Association
- Tennessee Association of LTC Physicians
- Washington State Medical Directors Association

“We have always held to the hope, the belief, the conviction that there is a better life, a better world, beyond the horizon.”

— President Franklin D. Roosevelt
**CONTRIBUTORS**

$10,000 over a lifetime

- David A. Brechtelsbauer, MD, CMD
- Lori Bright-Long, MD, CMD
- Charles A. Crecelius, MD, PHD, CMD
- Keith Krein, MD, CMD
- James E. Lett, II, MD, CMD & Cheryl L. Phillips, MD, CMD, AGSF
- Keith Rapp, MD, CMD

**PROGRAMS**

The following programs provided travel and/or attendance costs for their fellows to attend the 2011 Futures Program

- Albert Einstein University-Montefiore
- Banner Family Medicine
- Baystate Medical Center Geriatrics
- Boston University
- Brooklyn Hospital Center
- Duke University Hospital
- Florida Hospital Geriatric Fellowship
- Harvard Medical School Geriatrics Fellowship
- John Peter Smith Health Network
- LSU Geriatric Medicine Fellowship Program in Lafayette
- Summa Health System at Akron City Hospital
- St. Louis University Medical Center
- University of Arizona College of Medicine
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- University of California Los Angeles
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“A dream is the bearer of a new possibility, the enlarged horizon, the great hope.”

— Howard Thurman, American Author and Educator.

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