



**Meadow Green Nursing Center**                      **Waltham, MA**                      1986 -1988

**Administrator**

Directed start-up/opening of 123 bed upscale facility with highest private census in the state.

**Jewish Rehabilitation Center**                      **Swampscott, MA**                      1978 – 1985

**Administrator**

Chief executive of 171 bed non-profit facility; responsibilities included fundraising, adult day care, working with ancillary organizations as well as day-to-day operational responsibilities.

**EDUCATION**

Master's Degree in Health Care Administration, George Washington University  
Bachelor's Degree in Business Administration, George Washington University

**LICENSURE**

Massachusetts Nursing Home Administrator License #1516.

**SEMINARS AND PUBLICATIONS**

- “*A Turnaround Story: The Ultimate Organizational Challenge*” (seminar), Northern New England Association of Non-Profit Homes for the Aged (January 2000); American College of Health Care Administrators (ACHCA) national meeting, (May and December 2000); American Association of Homes and Services for the Aged (AAHSA) (June 2000 New England Regional Conference)
- “*The Organizational Retreat: A Strategy for Facility Development and Quality Enhancement*” (seminar), Northern New England Association of Non-Profit Homes for the Aged (January 2001); ACHCA national meeting (April 2001)
- “*Qualitative & Quantitative Benefits of Merging Rehab & Recreational Therapy Departments*” (seminar), ACHCA national meeting (May 2002)
- “*Assistive Technology in Nursing Homes*” (seminar), AAHSA, (June 2003 New England Regional Conference)
- “*Six Fundraising Methods For Your Facility,*” Great Ideas for Long Term Care, (July 2003)
- “*Enhancing the Relationship between the Activity Director and the Chief Executive*” (seminar), Massachusetts Council of Activity Professionals (October 2004, 2005)

- “*Fundraising for Your Organization’s Future*” (seminar), Massachusetts Aging Association Annual Conference (May 2005); Second Wind Dreams Annual Conference (June 2005)
- “*Maximizing Your Social Capital*,” seminar participant, joint program, Massachusetts Aging Association and ACHCA (September 2005)
- “*Cheap Thrills: Inexpensive Ways to Keep Your Employees Motivated and Your Residents Happy*” (seminar), ACHCA national meetings (December 2005, April 2006); article, Contemporary Long Term Care magazine (Nov/Dec 2006)
- “*Culture Change: Examining the Critical Element*” (seminar), ACHCA national meetings (December 2006 and April 2007); article, *CONTINUUM*, (February 2007) with Susan Gilster, Ph.D.
- “*The CEO as Fundraiser*” seminar panel participant, AAHSA national meeting (October 2007); New England Association of Healthcare Philanthropy (February 2009)
- Columnist, *Briefings on Long-Term-Care Regulations*, published by HCPro, Marblehead, MA

## PROFESSIONAL AFFILIATIONS

**American Association of Homes and Services for the Aging:** 2004 - 2007  
House of Delegates

**Massachusetts Aging Services Association (affiliate of AAHSA):**  
Treasurer 2006 – 2008  
Clerk 2003 – 2006  
Member, Board of Directors 1999 – 2008  
1980 – 1985

**American College of Health Care Administrators:**  
Elected member, national Nominating Committee 2009  
National Awards Program Chair 2003 – 2007  
National Membership Chair 2002  
Elected member, national Board of Directors 2001 – 2004  
Member, National Diversity Task Force Since 1997  
Achieved Fellowship status 1997  
Massachusetts Chapter Board member, served in all offices Since 1994

**Long Term Care Advisory Committee for the Wertlieb Educational Institute, George Washington University Dept. of Health Services Management and Policy**  
Preceptor, Member

**University of Lowell**

Former instructor and preceptor

**Brandeis University**

Former instructor and preceptor

**Cambridge College**

Former instructor and preceptor

**Haverhill, Massachusetts Rotary Club**

Member, Board of Directors

President-Elect, 2009-2010

**Board of Advisors, Second Wind Dreams, Alpharetta, GA**

Former member

**New England Homes for the Deaf**

Former Board member

**Temple Sinai, Marblehead, MA**

Former Board member

**U.S. Public Health Service**

Awarded fellowship for graduate study

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