



CHANNA R. KELLY, MA, LMFT, LNHA, CALA

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Experienced and knowledgeable Licensed Nursing Home Administrator, Assisted Living, and Memory Care Operator/Executive Director. Currently serving as Assistant Medical Services Administrator for the County of San Diego, overseeing long-term care residential facilities. Additional expertise as an Experienced Expert Witness in multiple states, well-versed in capitated contracts, Title 22, and state and federal regulations.

PROFESSIONAL EXPERIENCE

Assistant Medical Services Administrator (AMSA) - County of San Diego – San Diego, CA 2022 – Present

Oversee planning, operations, and quality improvement for behavioral health systems, residential facilities, and nursing homes, including mental health and substance use disorder systems. I specialize in adult and older systems of care. Develop and implement policies and procedures for integrated medical systems and health-related programs. Ensure compliance with medical/health protocols through a quality assurance system. Direct staff and monitor program activities to comply with State laws and regulations. Maintain relationships with Health and Human Services Agency senior staff. Stay updated on legislation related to long-term care and clinical services. Manage information systems for medical and health-related services. Assist with budgeting, monitor expenditures and contracts, and oversee personnel activities.

Executive Director - Bayshire, LLC (Assisted Living Communities) – San Diego, CA 2016 – 2022

Managed clinical and administrative affairs of Assisted Living and Memory Care Communities. Oversaw residents, staff, finances, and facilities. Developed marketing strategies and increased census. Implemented organizational strategy and policies. Guided daily activities and prepared budgets. Engaged with community groups and provided training. Mentored department heads and monitored finances.

Owner – Fortitude Expert Witness & Consultancy, LLC – San Diego, CA 2018 - Present

Provide testimony and analysis related to long-term care operations and the standard of care in nursing homes, assisted living facilities, adult residential facilities, and memory care units. I have been trial-tested and understand industry regulations and best practices. My expertise includes assessing and evaluating the quality of care provided, identifying any deviations from the standard of care, and offering expert opinions in legal proceedings. I have served as an expert witness in 24 states.

Nursing Home Administrator - Premier Healthcare - San Diego, CA 2015 – 2016

Oversaw 119-bed nursing home and related facilities' clinical and administrative affairs, including staff and personnel, finances, medical care and supplies, and facilities. Developed marketing, census building, and physician relationships.

Multi-site Nursing Home Administrator - Elmcroft Senior Living – San Diego, CA 2015

Directed clinical and administrative operations of three Continuing Care Retirement Community nursing homes in North County. Guided staff and personnel, finances, medical care and supplies, and facilities. Led the re-survey, implemented processes, and passed with zero deficiencies. Hired quality staff and improved community quality measures.

Nursing Home Administrator / AIT - Kennon S. Shea & Associates – San Diego, CA 2010 – 2014

Managed daily operations of the facility and kept the organization on track for its long-term goals and mission. Coordinated and provided leadership to each clinical, managerial, and custodial team and focused on effective performance. Hired staff and employees at every level. Ensured the facility complied with all local, state, and federal regulations. Coordinated with clinical staff to ensure residents' care plans were followed. Provided regular safety and compliance training. Created and maintained a budget. Oversaw billing and set fees.

- Director of Social Services - Plum Healthcare – San Diego, CA** **2009 – 2010**
 Conducted patient social history assessments of general functioning, case management, documenting, and reporting outcomes. Conducted individual and family therapy sessions and family conferences. Performed psychosocial case management and taught psycho-educational classes. Led psychotropic meetings.
- Treatment Coordinator/Outreach Coordinator - Alvarado Parkway Institute – San Diego, CA - 2008 - 2009**
 Duties included conducting patient intake and follow-up assessments, outreach in board and care community, marketing, case management, and documenting and reporting outcomes. Conducted group and individual therapy sessions, performed psychosocial case management, and taught psycho-educational classes. Participated in conjoint supervisory meetings on a weekly basis and shared insight, support, and clinical knowledge with other team members when appropriate.
- Group Facilitator - Community Connection Resource Center – San Diego, CA** **2008**
 Conducted group therapy sessions for clients referred by Child Protective Services and Probation.
- Behavioral Therapist closed unit - Promise Hospital of San Diego – San Diego, CA** **2008**
 This position is a part-time therapist position providing individual therapy and group therapy to chronically mentally ill patients in the locked acute care units. Gained familiarity with psychotropic management.
- Psychology MFT Intern - Mental Health Systems (MHS) – San Diego, CA** **2007 - 2008**
 One-year psychology internship. Duties include conducting patient assessments, interpreting results, and documenting outcomes. Training on HIPAA regulations and medical data security. Conducting therapy sessions, case management, and teaching classes. Weekly supervisory meetings and collaboration with team members.
- Research Administrative Assistant - VA San Diego Healthcare System – San Diego, CA** **2006 – 2007**
 The position involved assisting a principal investigator (PI) and HSRD unit director with research and administrative tasks. This included recruiting and interviewing research participants and preparing grant proposals, abstracts, and manuscripts. Other duties included planning research seminars, attending meetings, scheduling site visits and travel, editing reports, and managing calendars and reimbursements.
- Administrative Assistant - Deutsche Bank - RREEF – San Diego, CA** **2005 - 2006**
 Assisted the Property Manager with managing three different Commercial Properties. Work included making Leases, Filing, Typing, Arranging, and checking Insurance Certificates, Property Maintenance Vendor Contact and Contract Maintenance, Tenant Customer Service and Maintenance Calls, Maintaining Current Tenant Lists, Running Reports, Credit Checks and Floor plans.
- Assistant and owner – Alapaha Connection Kennels** **2005-2022**
 Assisted husband with the administrative part of a dog kennel.
- Teacher - Sole-proprietor Business – San Diego, CA** **2004 - 2005**
 Language instruction includes grammatical correction, vocabulary development, and conversational English and Dutch.
- Teacher/Private Tutor - American Language Institute - San Diego, CA** **2004**
 Assisted language teacher in oral communication classes; facilitated/instructed classes of varying sizes; developed and implemented lesson plans; provided instruction on grammatical correction, vocabulary development, and conversational English; private tutoring with Japanese students.
- Manager - Carrows Restaurant - San Diego, CA** **2001 - 2003**
 Oversaw a team of 50+ employees, providing ongoing supervision, recruitment, scheduling, direction, coaching, and enforcement of company standards, systems, and procedures. Implemented training programs to enhance service quality and measured the effectiveness of Local Store Marketing promotions.

Front Desk Clerk - Marriott Hotel and Marina - San Diego, CA **2000 - 2001**
Responsibilities included greeting and checking in/out guests, providing information and assistance, and guest satisfaction. I maintained accurate guest records, handled cash transactions, and collaborated with colleagues to create a positive work environment.

Front Desk Clerk - Marriott Hotel – Amsterdam, The Netherlands **1999 - 2000**
Responsibilities included greeting and checking in/out guests, room control, providing information and assistance, and guest satisfaction. I maintained accurate guest records, handled cash transactions.

Restaurant Manager, Humphrey’s Restaurant - Amsterdam, The Netherlands **1997 - 1999**
Managed restaurant service activities for 55+ employees. Assisted in day-to-day operations, supervised staff, managed inventory, and provided customer service. Implemented strategies to increase revenue and improve efficiency. Ensured hygiene, safety, and sanitation standards were met.

Training Manager, Royal Princess Srinakarian Hotel - Bangkok, Thailand **1997**
10-month internship - Developed training program to improve customer service with a focus on conversational and Business English.

EDUCATION

Alliant International University *Master of Arts: Marriage and Family Therapy – graduated 08/10/2008*
University of Tourism and Transport Studies *Bachelor of Arts in International Hospitality Management
Minor in Business – graduated 8/29/2000.*

CERTIFICATION

Teaching Certificate - English as a Foreign Language (TEFL), San Diego State University – American Language Institute - Graduated February 6, 2004

LICENSURE

NHA – (Nursing Home Administrator) - License number: 7806
RCFE (Residential Care Facility for the Elderly) - License 7509056542
MFT (Marriage and Family Therapist) - License 84466
ARF (Adult Residential Facility) – License 6034746735

OTHER

- Kelly, C., & Kirk, D. (2026, May). When Change Becomes Chaos. Presented at the LeadingAge California BOLD Annual Conference & Expo, Palm Desert, CA.
- 2026- Current - Community Action Board Member - Migration and Dementia Study - California Department of Public Health Alzheimer’s Disease Program
- 2024- Current – Community Action Board Member – San Diego Alzheimer’s Disease Resource Center for Minority Aging Research (SD AD-RCMAR)
- Kelly, C. (2019, October). How to Recognize and Care for Someone with Dementia. Professional education presentation delivered for the San Diego Food Bank, San Diego, CA.