



2019

ANNUAL
REPORT

Message From the Board Chair

Greetings, Fellow LeadingAge Members, Staff, and Partners:

In this, my final greeting as your board chair of LeadingAge, I am pleased to report that your association is thriving.

Never in our long history have members, board, and staff been so engaged with one another. Continued efforts, including the Town Hall Conversations, have allowed state meetings to serve as a listening conduit for national board and staff. In turn, state executives have appreciated the collegial style of our President and CEO, Katie Smith Sloan, which has led to greater alignment around common public policy.

We have boldly advocated by holding not one, but two, rallies for affordable housing funding— right in front of the Capitol building! LeadingAge staff led efforts to pressure CMS over skilled nursing regulation and unnecessary and misleading CMS reporting. And more recently, staff have once again been at the forefront of life plan community taxation issues. Perhaps most important to all members, LeadingAge launched the Center for Workforce Solutions, designed to serve as a repository for staff recruitment and retention best practices, while continuing to advocate for immigration reform and other measures to increase the overall workforce pool.

Your board continues its diligent strategic work, as well, carefully navigating through the waters of provider consolidation, divestment, and overall need for scale. As we enter a new strategic planning cycle, I am pleased to be handing the board leadership role over to Carol Silver Elliot, with the association and its management in a strong position, poised for even greater good in our society.

It has been my distinct honor to serve in this role for this outstanding association. We are in good hands and in a good position. I thank you for your trust and camaraderie.

Stephen P. Fleming
Board Chair

Social Accountability Report

Documenting our community benefit is essential to earning public trust as well as validating our status as a nonprofit organization.

In 2019, LeadingAge contributed to our community and country:

- Provided hundreds of hours of community-based volunteer services at schools, churches and temples, senior villages, homeless shelters, food banks, senior centers, and more.
- Participated in our neighborhood association — the Woodley Park Community Association.
- Provided meeting room space to community groups and nonprofits.
- Continued a program that provides employment opportunities to unemployed and underemployed District of Columbia citizens.
- Donated food to So Others May Eat (SOME) and Capital Food Bank.
- Our employees continue to serve on boards of directors for national and community-based organizations, LeadingAge member organizations, scholarly publications, and local aging service providers.

Donor List

Donors for Fiscal Year Oct. 1, 2018-Sept.30, 2019

Acts Retirement-Life Communities, Inc.
Alzheimer's Association
AmazonSmile Foundation
American Fundraising Foundation, Inc.
Ann Bertine
Annie Hoeffler
Anonymous Donation Master Account
Arcadia Retirement Residence
Ascension Living
Audrey Cherin
Barclay Friends
Brian and Erica Parks
Brian Schoeneck
Bruce Jones
Caremerge
CARF-The Commission on Accreditation of
Rehabilitation Facilities
Carol Woods Retirement Community
Charity Gift Certificates
Christopher Community, Inc.
Claire Guerette
Covia Communities
Creating Results, Inc.
Cynthia Fuhrer
Dana Weaver
Daniel Krieger
Dawn Veh
Debra Larkin
Deerfield Episcopal Retirement Community, Inc.
DiMella Shaffer
Eaton Senior Communities, Inc.
Episcopal Retirement Services
FIVE19 Creative
Francis Camp
Ginny Helms
Goodwin House Incorporated
Health and Human Services Charities of America
Henry Moehring
Hope Lambert
It's Never 2 Late
James Bernardo
Jane Gibson
John and Diane Burfeindt
Julie Thorson
Katie Smith Sloan
Kendal at Home
Kendal at Ithaca
Kendal at Oberlin
Kenneth Daniel
La Posada At Park Centre, Inc.
LCS
LeadingAge California
LeadingAge Illinois
LeadingAge PA
LeadingAge Virginia
Lenbrook Atlanta
Leslie Winnick
Lifespace Communities, Inc.
Link-Age Solutions, Inc.
Lois Mills
Madaline Toliver
Mag Morelli
Marsha Greenfield
Mary Ann Poling
Masonic Village at Burlington
Masonicare
MatrixCare
Matt Garcia
Melissa Andrews
Michelle Just
Mike Nesti
Morningstar Living
Nancy Perrotta
National Church Residences
NESTEC SA
Otterbein SeniorLife
Parker Health Group, Inc.
Patricia Tursi
Paul and Jacqueline Cercone
Perkins Eastman
Reed VanderSlik
Renaissance Charitable Foundation
Roberta Jacobsen
Roger Myers
Samantha Roos-Meiser
Sodexo Seniors
Steve Horowitz
Susan Adams
Susie Fleak
Suzanne Pugh
Tabitha Health Care Services
The Brod Family Fund
The Kendal Corporation
Tom Akins
Tracey LeMay
VJS Construction Services
Volunteers of America National Services
William McHugh
William Minnix
William Snyder
Willow Valley Communities
Ziegler

State Partners and State Executives

LeadingAge Alabama
Bob Mosca, Executive Director

LeadingAge Arizona
Pam Koester, Executive Director

LeadingAge California
Jeanne Parker Martin, President/CEO

LeadingAge Colorado
Laura Landwirth, President/CEO

LeadingAge Connecticut
Mag Morelli, President

LeadingAge DC
Christy Kramer, Executive Director

LeadingAge Florida
Steve Bahmer, President/CEO

LeadingAge Georgia
Ginny Helms, President/CEO

LeadingAge Gulf States
Karen Contrenchis, President

LeadingAge Illinois
Karen Messer, President

LeadingAge Indiana
Mike Rinebold, President/CEO

LeadingAge Iowa
Shannon Strickler, President/CEO

LeadingAge Kansas
Debra Zehr, President/CEO

LeadingAge Kentucky
Tim Venno, President

LeadingAge Maryland
Jill Schumann, President/CEO

LeadingAge Massachusetts
Elissa Sherman, President

LeadingAge Maine & New Hampshire
Lisa Henderson, Executive Director

LeadingAge Michigan
Dave Herbel, President/CEO

LeadingAge Minnesota
Gayle Kvenvold, President/CEO

LeadingAge Missouri
Bill Bates, CEO

MHA – An Association of Montana
Heather O'Hara

LeadingAge Nebraska
Jenifer Acierno, CEO

LeadingAge New Jersey
Jim McCracken, President/CEO

LeadingAge New York
Jim Clyne, President/CEO

LeadingAge North Carolina
Tom Akins, President/CEO

LeadingAge Ohio
Kathryn Brod, President/CEO

LeadingAge Oklahoma
Mary Brinkley, Executive Director

LeadingAge Oregon
Ruth Gulyas, CEO

State Partners and State Executives

LeadingAge PA

Adam Marles, President/CEO

LeadingAge RI

Jim Nyberg, Director

LeadingAge South Carolina

Vicki Moody, President/CEO

**South Dakota Association of Healthcare
Organizations**

Tammy Hatting, Director of Post-Acute Care

LeadingAge Tennessee

Gwyn Earl, Executive Director

LeadingAge Texas

George Linial, President/CEO

LeadingAge Virginia

Melissa Andrews, President/CEO

LeadingAge Washington

Deb Murphy, CEO

LeadingAge Wisconsin

John Sauer, President/CEO

LeadingAge Wyoming

Eric Boley, President



Board of Directors

The LeadingAge Board of Directors is responsible for the governance of the organization, providing strategic direction, fiduciary oversight, and policy development.

Those who serve have the opportunity to shape LeadingAge's activities during their terms, as well as the opportunity to connect with other leaders in transforming aging services.

Stephen P. Fleming
Chair
The Well-Spring Group
Greenboro, NC

Laurence Gumina
Member
Ohio Living
Columbus, OH

Joseph Scopelliti
At-Large
VNA Health System
Shamokin, PA

Carol Silver Elliott
Chair-Elect
Jewish Home Family
Rockleigh, NJ

Roberta Jacobsen
Member
Front Porch
Glendale, CA

Patricia Tursi
At-Large
Elizabeth Seton Pediatric
Center
Yonkers, NY

Kathryn Roberts
Immediate Past Chair
Ecumen
Shoreview, MN

Karyne Jones
Member
The National Caucus and Center on
Black Aged
Washington, DC

Mike Rambarose
Secretary
Whitney Center, Inc.
Hamden, CT

Mike King
At-Large
Volunteers of America
Alexandria, VA

Christie Hinrichs
Treasurer
Tabitha Health Care Services
Lincoln, NE

Roberto Muñiz
Member
Frances E. Parker Memorial Home,
Inc.
Piscataway, NJ

Marvell Adams
Member
Collington - A Kendal Affiliate
Mitchellville, MD

Kate Rolf
At-Large
Nascentia Health
Syracuse, NY

Terri Cunliffe
Member
Covenant Retirement Communities
Skokie, IL

Deborah Royster
Member
Seabury Resource for Aging West
Washington, DC

Susan Donley
At-Large
Stria News
Washington, DC



Corporate Sponsors and Donors

Gold Partners are top-level supporters of LeadingAge and demonstrate their extraordinary commitment to LeadingAge's members year-round. Gold Partners lead signature initiatives with LeadingAge to advance the field of aging services.



Silver Partners are highly engaged supporters of LeadingAge and demonstrate their commitment to LeadingAge's members year-round through support of LeadingAge programs.



Financial Performance

Statement of Financial Position

Assets

Cash and cash equivalents	\$ 4,254,698
Investments	19,062,217
Receivables	2,125,795
Prepaid expenses and other assets	1,440,151
Investment in Value First, Inc.	257,172
Property and equipment	10,592,375
Total assets	\$ 37,732,408

Liabilities and Net Assets

Liabilities

Accounts payable and accrued expenses	\$ 1,904,641
Deferred revenue	6,930,311
Interest rate swap agreement	434,839
Note payable	1,227,215
Bonds payable	10,821,526
Total liabilities	\$ 21,218,532

Net assets

Without donor restrictions	\$ 14,907,205
With donor restrictions	1,506,671
Total net assets	\$ 16,413,876
Total liabilities and net assets	\$ 37,732,408

Grant Funders

LTSS Center FY 2018-19 Project Funders

AARP

Arlington Retirement Housing Corporation

Arnold Ventures

The Blue Cross Blue Shield of Massachusetts Foundation

B'nai B'rith Housing

Cambridge Housing Authority

The Patrick and Catherine Weldon Donaghue Medical Research Foundation

The Gordon & Betty Moore Foundation

The Human Rights Campaign Foundation

Joan Anne McHugh Nursing Academy

Jeju National University, South Korea

LeadingAge

Massachusetts Department of Housing and Community Development

MassHousing

New York Zen Center For Contemplative Care

Patient-Centered Outcomes Research Institute (PCORI)

National Institutes of Health

National Institute on Aging

The Retirement Research Foundation

The Robert Wood Johnson Foundation



Committees and Advisory Groups

Committees

Audit Committee

Garry Hennis, Chair
Westminster Communities of Florida
Orlando, FL

The Audit Committee is charged with recommending the appointment of the independent auditor; and ensuring that the audit is conducted within the auditing standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller of the United States.

Budget and Finance Committee

Christie Hinrichs, Chair
Tabitha Health Care Services
Lincoln, NE

The Budget and Finance Committee has overall fiduciary responsibility for the association and oversees the association's investments. With the association's treasurer as its chair, the committee reports to the LeadingAge Board of Directors.

Education Planning Committee

Christopher Keysor, Co-Chair
Lenbrook Square Foundation, Inc.
Atlanta, GA

Scott Crabtree, Co-Chair
Lambeth House
New Orleans, LA

The Education and Leadership Development Committee advises on the development of educational content for the LeadingAge Annual Meeting (and other educational programs as needed). The committee includes representatives of professional networks, affiliated organizations, and members.

Legal Committee

Sharon Caulfield
Brownstein Hyatt Farber Schreck, LLP
Denver, CO

The Legal Committee is comprised of eight core members, plus state-designated counsel representing LeadingAge state associations. The committee's work includes analyzing the effect on LeadingAge members of various legal issues related to public policy and provider operations; monitoring state-level legal issues; and providing recommendations on use of the *Legal Fund*.

Committees and Advisory Groups

Public Policy Committee

Mike King
Volunteers of America
Alexandria, VA

The Public Policy Committee is charged with developing recommendations for Public Policy Principles and Public Policy Positions for approval by the Board of Directors.

Advisory Groups

Housing Advisory Group

Linda Couch, Convener
LeadingAge
Washington, DC

The LeadingAge Housing Advisory Group helps analyze and respond to proposed legislation or regulations that would affect the older population and members in the topic areas and assist staff in commenting on and responding to such proposals.

Nursing Homes Advisory Group

Janine Finck-Boyle, Convener
LeadingAge
Washington, DC

The LeadingAge Nursing Homes Advisory Group advises LeadingAge on how to help members address the current needs and challenges associated with operating nursing homes.

Quality and Risk Management Advisory Group

Nicole Fallon, Convener
LeadingAge
Washington, DC

The LeadingAge Quality and Risk Management Advisory Group is focused on defining meaningful quality and risk management reporting “standards” across the service continuum, supporting LeadingAge member organizations in their efforts to improve the quality of their services, and differentiate their programs and services through meaningful, transparent quality reporting.

Workforce Advisory Group

Susan Hildebrandt, Convener
LeadingAge
Washington, DC

The LeadingAge Workforce Advisory Group engages states and members in shaping our workforce strategies and to ensure that we are learning from one another’s work.

2019 Accomplishments

Our Collective Voices

Led the charge on issues related to excessive civil monetary penalties, Section 202 funding, hospice payment models, spousal impoverishment protections, Medicare Advantage/integrated care models, federal poverty measures, Older Americans Act reauthorization, and the certified nursing aide training lockout.

Held a successful Capitol Hill Lobby Day, during which 285 members attended 200 meetings in U.S. House and Senate offices.

Advocated successfully for HUD authority to include housing properties supported by Project Rental Assistance Contracts in the Rental Assistance Demonstration.

Organized a Senior Housing NOW rally, during which 1,100 advocates, joined by multiple members of Congress, called for expansion and preservation of affordable housing for older adults with very low incomes.

Launched #DearCandidate, a non-partisan, non-political communications campaign designed to get our issues into the public discourse during the 2020 election cycle.

Workforce Development

Used our research on foreign-born workers to propose the IMAGINE initiative (International Migration of Aging and Geriatric Workers to Meet the Needs of Elders) to raise policy makers' awareness of our workforce crisis.

Co-sponsored the Vision 2025 Symposium, to begin a process of developing robust college-based management training programs for potential leaders in our field.

Developed a new monthly newsletter entitled Workforce Matters, that showcases an array of activities around workforce.

Launched a Recruitment Tools section on the Center for Workforce Solutions that provides resources for building student awareness, outreaching to non-traditional populations for opportunities in aging services, and showcasing the diversity of jobs in our field.

Member Support and Education

Worked with state partners to conduct a LeadingAge Member Survey to deepen our understanding of workforce turnover rates, staffing, and service attributes.

Introduced the LeadingAge Member Community, an online platform where members have access to a personalized, interactive experience to engage with peers in the aging services field.

Reached more than 1,800 individuals with 80 online learning offerings, such as RoPs, PDPM, workforce, and dementia, in the first year of the Learning Hub.

2019 Accomplishments

Enhanced the leadership skills of 45 participants through our Leadership Academy and continued to train leadership educators through the Leadership Educator Program.

Created an educational resource to help members address HIPAA and privacy concerns arising from the increasing member use of Voice Controlled Devices.

Tools and Information

Provided extensive resources to help members implement new payment systems for nursing and home health care settings and comply with Phase III of the Requirements of Participation.

Helped members understand how to partner with Medicare Advantage plans, stay up-to-date on federal rules, and host members of Congress at their communities.

Updated our technology selection toolkits, developed our first Health Information Exchange tool portfolio, and disseminated several provider case studies on technology implementation, impacts, challenges, and lessons learned.

Research on the Field of Aging

Expanded our research portfolio to include 12 new studies on workforce, housing plus services, geriatric substance abuse, LTSS financing, climate change, and intergenerational programming.

Published findings from our exploration of options for financing delivery models that use affordable senior housing as a platform for coordinating health and supportive services.

Conducted the first-ever national survey of the attitudes and expectations of older baby boomers regarding quality of life and aging.

Co-sponsored a Harvard University report documenting the nation's current housing landscape.

Stronger Together

Affiliated with the Visiting Nurse Association of America (VNAA) and ElevatingHOME to advance our expertise and membership in home health and hospice services.

Initiated partnerships with TimeSlips, an international network of caregivers and artists committed to bringing meaningful engagement to older adults, and with U.N.I.T.E., a collaborative of tribal nursing homes.

Convened the Collaborative Care & Health IT Innovations Summit to drive technology solutions and capabilities.

Launched our LeadingAge Catalysts Program to recognize members demonstrating excellence in a variety of areas.

Message From the President and CEO

This Annual Report is a summary of key accomplishments in 2018-2019, a busy year by all accounts. We faced massive headwinds:

- Changes to the operating environment, especially for skilled nursing, home health, and hospice.
- Warp speed technological advances enhancing our ability to monitor and create efficiencies, which give consumers greater independence.
- Payment and reimbursement models focused on value.
- Workforce shortages.
- Significant increases in the number of people living with dementia.
- Increased number of older adults in need of affordable housing.

LeadingAge has worked hard to temper these with informed policy and timely education. Being the determined, resilient organizations that our members are, they have faced these headwinds with resolve and creativity. Together, we have worked to turn them into opportunities. Opportunities to learn together, imagine together, invent together, and pave new ways forward.

Together, we share a deep reservoir of caring and empathy, courage and commitment. And because of that, I know that there is no problem we cannot solve.

Thank you for your support and your confidence in LeadingAge.

Warm regards,

Katie Smith Sloan

