



Annual Report 2021



Board Chair Message

Dear Fellow Members, Staff, and Partners,

Writing this letter for the LeadingAge annual report offers me the opportunity to truly reflect on my two years as chair of the national board. These were certainly not the two years any of us expected to have and certainly not the way I expected my term as board chair to play out. That being said, I am grateful to have had this opportunity to serve and truly grateful to have been able to play a small role during this challenging time for all of us.

Our LeadingAge members have distinguished themselves over and over again during this COVID journey. Caring for our elders and supporting our staff have been unshakeable priorities and, at the same time, members have consistently reached out to help colleagues, sharing information and resources along with encouragement. We have all been tested in ways we could never have imagined and we, as mission-based and value-centered providers, have faced these tests unflinchingly and prevailed.

LeadingAge has been there for us every step of the way. From the ongoing coronavirus webinars to regular updates, from the Annual Meeting to advocacy and beyond, the LeadingAge team has been deeply invested in understanding what our members need and working to meet those needs. At the same time, we have not stood still. The board and staff have focused on the future as well, making certain that our role as the leading elder care association is solid and positioned well for the future.

I do believe that this is our moment as elder care organizations. It is our moment to really take a look at the demographics and recognize the

opportunities they present. It is our moment to think about, and plan for, the needs of an aging population that will look quite different from the one we currently serve. It is our moment to leverage our learning, to leverage the relationships we have built, and find new ways to grow and change. It is our moment to be proud of what we do and what we have overcome and to share those stories—stories of our accomplishments and of our commitment to helping elders live full, purposeful, and healthy lives.

It has been a true joy to have worked closely with Katie Smith Sloan and her team. I cannot think of a more dedicated, talented, and creative group of people than our staff at LeadingAge. My hat is off to all of you. It has also been a real gift to get to know so many of our members and to interact with you, both virtually and in person, and I look forward to more of those opportunities. You each inspire me daily and I am proud to call you colleagues and friends.

The future beckons and while we do not know for certain what lies ahead, I do know that our members will continue to do extraordinary and meaningful work and that LeadingAge will be here to provide support for all of us.

Be well and stay strong,

Carol Silver Elliott
Board Chair

“It is our moment to be proud of what we do and what we have overcome and to share those stories—stories of our accomplishments and of our commitment to helping elders live full, purposeful, and healthy lives.”

— Carol Silver Elliott,
LeadingAge Board Chair

LeadingAge Perspective: Moving the Sector Forward

In 2021, the effects of the COVID-19 pandemic continued to dominate the world of aging services. LeadingAge members, despite the clear progress created by vaccines, were challenged by workforce shortages, vaccine resistance, and the financial fallout created by the events of the previous year. LeadingAge continued to help members weather these challenges, developing key initiatives in four areas—workforce, DEI, governance, and ongoing COVID support—designed not only to strengthen our sector for the future, but to set the stage for its transformation.



Professionalizing the Caregiving Workforce

As outlined in LeadingAge's July 2021 report, [Feeling Valued Because They Are Valued](#), direct care professionals, those doing the majority of hands-on work in our field, are greatly undervalued by our society and the existing health care system. LeadingAge knows that quality care and services relies on our field reinventing this critical part of our sector's workforce. That's why our report outlines six strategies for professionalizing the direct care workforce to serve as a blueprint for moving forward. Just as the [Larry Minnix Leadership Academy](#) has developed the leadership capacities and core competencies of new generations of leaders in our field, LeadingAge is committed to do the same for direct care professionals who are the foundation of our work.

Making Diversity, Equity, and Inclusion Real

LeadingAge's diversity, equity, and inclusion (DEI) initiatives are integrated into our efforts to reinvent our sector's workforce. Making this sector a diverse, welcoming, and equitable field—both for employees and for the older adults we serve—is a moral imperative, and will also be a strategic advantage for our field. New [resources and research](#) from the LeadingAge LTSS Center @ UMass Boston spell out the disparities that affect people of color in our organizations and in the larger society, and will help guide LeadingAge members as they expand diversity, particularly among leadership and boards of directors. In 2021, we launched several initiatives to jumpstart progress, including our partnership with [Historically Black College and Universities](#), our new [Summer Enrichment Program](#) for undergraduate and graduate students of color in paid internships, and our [Leaders of Color Network](#) for members.

Strengthening Boards to Strengthen Aging Services

While the COVID-19 pandemic has brought hardship to our field, it has also led many members to begin re-conceptualizing their organizations, aimed at building a better, fairer world for older Americans in decades to come. Forward-thinking boards must be at the center of our members' explorations of change: restructuring, developing vision and strategy, and achieving true inclusiveness. Our [growing collection of governance resources](#)—from case studies to board tools to a roster of consultants—was designed with aging services boards in mind.

Supporting Members' COVID-19 Response and Recovery

In 2021, LeadingAge members continued to face pandemic challenges: new variants; vaccine hesitancy; ongoing mental health challenges among residents, clients, and staff; and chronic workforce shortages. We continued to respond with focused, practical help for our members. We stayed connected with the [Live Coronavirus Policy Updates](#); maintained strong relationships with CDC, CMS, and HUD to protect the interests of older adults and member organizations; and fought hard for policy and regulation reforms. [Our virtual learning programs](#) were tailored to help members cope with effects of the pandemic, from the growing need to support the emotional well-being of staff to legal guidance related to vaccine mandates. We also launched our [Opening Doors to Aging Services](#) initiative to tell the real story of our sector, and to promote the value of the services and supports our members provide.

2021 LeadingAge Accomplishments

In 2021, LeadingAge redoubled our efforts to help our members face the unprecedented challenge of COVID-19, and also turned toward the future.



Our Collective Voice

- » Executed robust media efforts to ensure decision-makers and the public had accurate information about the field and our members, leading to hundreds of news stories this year in outlets including *The Washington Post*, *The New York Times*, the *Associated Press*, ABC, CNN, *The Wall Street Journal*, *Forbes*, and more.
- » Initiated our first 100 Days of Advocacy campaign, which included our largest-ever Virtual Lobby Day. Four hundred members held 302 virtual meetings with congressional offices, including 60 meetings with representatives and senators.
- » Inspired more than 5,000 advocates to send more than 22,000 messages to lawmakers, urging them to act on [LeadingAge's key legislative priorities](#).
- » Launched the [Opening Doors to Aging Services](#) initiative to develop a comprehensive communications strategy that members can use to build awareness and understanding of our field and tell our story to the public.

Workforce Development

- » Published [Feeling Valued Because They Are Valued: A Vision for Professionalizing the Caregiving Workforce in the Field of Long-Term Services and Supports](#), proposing six strategies for professionalizing the direct care workforce.
- » [Established a new partnership](#) between LeadingAge, UNCF, and Historically Black Colleges and Universities to introduce students and alumni to our sector.
- » Debuted the LeadingAge [Summer Enrichment Program](#) that placed 28 undergraduate and graduate students of color at member host sites across the country.
- » Created the LeadingAge [Leaders of Color Network](#), designed to support and encourage retention of leaders of color working at LeadingAge members.

Member Support & Education

- » Held nine live webinars and released over 25 new on-demand resources, including two facilitated workshops focused on DEI knowledge sharing and peer-to-peer learning.
- » Launched the first pieces of new [Governance Resources and consulting services for aging services](#), including an online learning resource on [strategy development](#).
- » Completed the fifteenth year of our flagship [Leadership Academy](#) program designed to enhance the leadership capacity and core competencies of aging services professionals.
- » Received a year-long CDC grant to deliver over \$400,000 directly to members to educate and mobilize communities to receive the COVID-19 vaccinations, in partnership with Community Catalyst.
- » Produced two new technology tools: [Resident/Client Technology Support and Training White Paper and Guide](#) and [Data Analytics Selection Tool](#).
- » Launched a two-month [virtual leadership program](#) for new CEOs and executive directors.

“The Academy experience for me was such a great foundation and springboard for the leader I am today. It prepared me in so many ways to lead through anything, including [the COVID-19 pandemic].”

— Julie Thorsen,
Leadership Academy Alum,
Friendship Haven



President's Message

Dear Fellow Members, Staff, and Partners,

LeadingAge began 2021 with great hope that we would soon put the COVID-19 pandemic behind us and begin focusing squarely on critical issues facing our field in the second decade of the 21st century.

Yet, the pandemic persisted. Throughout the year, members continued fighting valiantly against the coronavirus, and LeadingAge continued to do everything possible to support member organizations during this protracted health emergency. We did not let down our guard. We did not give up.

Instead, we decided to thrive.

Throughout the year, we made a concerted effort to imagine our future possibilities even as we addressed our current pandemic-related challenges. We developed and launched initiatives designed to ensure that members will emerge from the pandemic stronger than ever, and that they will be well-positioned to meet the rising demand for services and supports from a growing older population.

We developed a vision for professionalizing our caregiving workforce. We worked to advance diversity, equity, and inclusion in our field. We developed resources to help member organizations

strengthen their governance structures. We launched a campaign to promote the value of the services and supports our members provide. All the while, we kept the challenges created by COVID-19 at the top of our action agenda.

We did not act alone. We relied heavily on members to engage with us and with one another, to share ideas and strategies, and to help chart our collective future. As always, members rose to the occasion.

There is much work left to do, but I'm confident we have created a firm foundation on which future achievements can be built.

With gratitude for your commitment to our shared mission,

Katie Smith Sloan
President @ CEO

“We did not act alone. We relied heavily on members to engage with us and with one another, to share ideas and strategies, and to help chart our collective future. As always, members rose to the occasion.”

— *Katie Smith Sloan,*
LeadingAge President @ CEO

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.

Carol Silver Elliott
Chair

President & CEO
Jewish Home Family
Rockleigh, NJ

Mike King
Chair-Elect

President & CEO
Volunteers of America
Alexandria, VA

Stephen Fleming
Immediate Past Chair
President & CEO
The Well-Spring Group
Greensboro, NC

Roberto Muñiz
Secretary

President & CEO
Parker Health Group, Inc.
Piscataway, NJ

Terri Cunliffe
Treasurer

President & CEO
Covenant Living
Communities
Skokie, IL

Marvell Adams

COO
The Kendal Corporation
Kennett Square, PA

Deke Cateau

CEO
A.G. Rhodes
Atlanta, GA

Laurence Gumina

CEO
Ohio Living
Westerville, OH

Christie Hinrichs

President & CEO
Tabitha
Lincoln, NE

Karyne Jones

President & CEO
The National Caucus and
Center on Black Aged
Washington, DC

Todd Murch

President & CEO
Eskaton
Carmichael, CA

Mike Rambarose

President & CEO
Whitney Center, Inc.
Hamden, CT

Walter Ramos

President & CEO
Rogerson
Communities
Roslindale, MA

Kate Rolf

President & CEO
Nascentia Health
Syracuse, NY

Joseph Scopelliti

President & CEO
VNA Health System
Shamokin, PA

Shannon Strickler

President & CEO
LeadingAge Iowa
Urbandale, IA

Patricia Tursi

CEO
Elizabeth Seton
Pediatric Children's
Center
Yonkers, NY

State Partners & State Executives

LeadingAge Alabama

Bob Mosca, Executive Director

LeadingAge Arizona

Pam Koester, CEO

LeadingAge California

Jeanne Parker Martin, President & CEO

LeadingAge Colorado

Laura Landwirth, President & CEO

LeadingAge Connecticut

Mag Morelli, President

LeadingAge DC

Ilana Xuman, Executive Director

LeadingAge Florida

Steve Bahmer, President & CEO

LeadingAge Georgia

Ginny Helms, President & CEO

LeadingAge Gulf States

Karen Contrenchis, President

LeadingAge Illinois

Angela Schnepf, President & CEO

LeadingAge Indiana

Eric Essley, President & CEO

LeadingAge Iowa

Shannon Strickler, President & CEO

LeadingAge Kansas

Debra Zehr, President & CEO

LeadingAge Kentucky

Timothy Veno, President

LeadingAge Maine & New Hampshire

Lisa Henderson, Executive Director

LeadingAge Maryland

Allison Ciborowski, President & CEO

LeadingAge Massachusetts

Elissa Sherman, President

LeadingAge Michigan

David Herbel, President & CEO

LeadingAge Minnesota

Gayle Kvenvold, President & CEO

LeadingAge Missouri

William Bates, CEO

Montana Hospital Association (MHA)

Heather O'Hara, Vice President

LeadingAge Nebraska

Kierstin Reed, CEO

LeadingAge New Jersey/Delaware

James W. McCracken, President & CEO

LeadingAge New York

James 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

LeadingAge Pennsylvania

Adam Marles, President & CEO

Robert Bertollette, Interim President & CEO

LeadingAge Rhode Island

James Nyberg, Executive Director

LeadingAge South Carolina

Vickie Moody, President & CEO

South Dakota Association of Healthcare Organizations

Tammy Hatting, COO

LeadingAge Tennessee

Gwyn Earl, Executive Director

LeadingAge Texas

George Linial, President & CEO

LeadingAge Virginia

Melissa Andrews, President & CEO

LeadingAge Washington

Deb Murphy, President & CEO

LeadingAge Wisconsin

John Sauer, President & CEO

LeadingAge Wyoming

Eric Boley, CEO



Committees & CAST Commission

Committees

Audit Committee

Emma DeVito, Chair

President & CEO
VillageCare
New York, NY

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 & Finance Committee

Terri Cunliffe, Chair

President & CEO
Covenant Living Communities
Skokie, IL

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

Kelly Papa, Chair

President & CEO
Duncaster Retirement Center
Bloomfield, CT

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

Aric Martin, Chair

Managing Partner,
Rolf Goffman Martin Lang LLP
Cleveland, OH

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.

Public Policy Committee

Mike King, Chair

President & CEO
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.

CAST Commission 2021

AARP Foundation

Acts Retirement-Life Communities, Inc.

Asbury Communities, Inc.

BlueOrange Compliance

care.ai

CLA

Connected Living

Covenant Living Communities and Services

Cypress Living

Direct Supply, Inc.

Duke-Margolis Center for Health Policy

Ecumen

Friendly Home

Front Porch

Georgia Institute of Technology

Hamilton CapTel

HumanGood

iN2L

Ingleside

Jewish Home Family

Lifespace Communities, Inc.

MatrixCare, Inc.

Netsmart

New Courtland Center for Transitions & Health — University of PA School of Nursing

NYU Stern School of Business

Ohio Living

Real Time Medical Systems

Paradise Valley Estates

Parker Health Group, Inc.

Perkins Eastman Architects PC

PointClickCare

PointRight, A Net Health Company

Providence Life Services

ProviNET Solutions

RCare

RiverSpring Living

Selfhelp Community Services

South Dakota Association of Healthcare Organizations

St. Andrew's Resources for Seniors System (STARSS)

St. Peter's Health Partners

Sun Health Communities

Unidine

Westminster Canterbury on Chesapeake Bay

Whitney Center, Inc.

Yardi Systems, Inc.

Ziegler

Corporate Alliance Partners & Donors

Gold Partners

Gold Partners are top-level supporters of LeadingAge and demonstrate their extraordinary commitment to our members year-round through signature initiatives that advance the field of aging services.



Silver Partners

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



Bronze Partners

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



Grant Funders

The LeadingAge LTSS Center @UMass Boston conducts research to help our nation address the challenges and seize the opportunities associated with a growing older population.

LeadingAge and the University of Massachusetts Boston (UMass Boston) established the LTSS Center in 2017. The center is unique because it combines the resources of a major research university with the expertise and experience of applied researchers working with providers of long-term services and supports (LTSS).

The LTSS Center, with offices in Washington, DC, and Boston, MA, strives to conduct studies and evaluations that will serve as a foundation for government and provider action to improve quality of care and quality of life for older adults.

LTSS Center researchers bring an extraordinary depth of knowledge and experience to a variety of issues affecting older adults and LTSS providers. We believe strongly that by working together, LeadingAge and UMass Boston can do more to build an evidence base for promising practices in the LTSS field than either organization could accomplish alone.



LeadingAge LTSS Center @UMass Boston | 2021 Funders

AARP

Arlington Retirement Housing Corporation

Aging in America, Inc.

Arnold Ventures, LLC

**The Blue Cross Blue Shield of
Massachusetts Foundation**

Joan Anne McHugh Family

The John A. Hartford Foundation

The John H. & Ethel G. Noble Trust

Lutheran Services in America

**Massachusetts Association for the Blind
and Visually Impaired**

**Massachusetts Department of Housing and
Community Development**

MassHousing

Michigan Health Endowment Fund

National Institute of Health

» **National Institute on Aging**

» **National Institute of Nursing Research**

**The Patrick and Catherine Weldon Donaghue
Medical Research Foundation**

The Robert Wood Johnson Foundation

RRF Foundation for Aging

Volunteers of America

Wellspring Lutheran Services

U.S. Department of Health & Human Services

» **Agency for Healthcare Research and Quality
(AHRQ)**

» **Administration for Community Living (ACL)**

» **Centers for Disease Control and Prevention
(CDC)**



Donor List

2021 DONORS

Aldersgate

Anderson, Matthew

Andrews, Melissa

Bekkedahl, Rhonda

Bellomo & Associates, LLC

Bernardo, James

Burns, Lisa

**CARF-The Commission
on Accreditation of
Rehabilitation Facilities**

Cateau, Deke

**Chambers-Johnson,
Leatrice**

Crawford, Lelia

Creating Results, Inc.

Fleming, Stephen

Frontstream

Giles, Barbra

Glendening, Nate

Guerette, Claire

Kallsen, Patricia

Kendal at Oberlin

MatrixCare, Inc.

Mayer, Robert

**McHugh Kyriacou,
Margaret**

Mills, Lois

Minnix, Larry

Morelli, Mag

Myers, Roger

**National Church
Residences**

Network For Good

Paolino, Vincenzo

Pereyra, Rosy

PMA Speech Solutions

Pugh, Suzanne

Ragan, David

Rambarose, Mike

**Renaissance Charitable
Foundation**

Russotto, Aline

Ryan, Mary Alice

Sawgrass Partners, LLC

Schutt, Rich

**Selfhelp Community
Services**

Sloan, Katie

Smart, David

Snyder, William

**St. Paul's Episcopal
Home, Inc.**

Thomas, Barbara

Thorson, Julie

Thrash-Sall, Erica

Tripp, Aaron

Tursi, Patricia

Urso, David

VanderSlik, Reed

Wacht, Lisa

Winkler, Paul

Zander, Gwendolyn

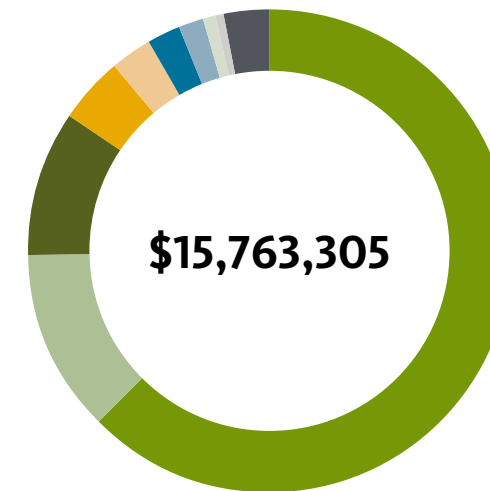
Financial Performance

LeadingAge is a 501(c)(3) tax-exempt charitable organization focused on education, advocacy, and applied research.

STATEMENT OF FINANCIAL POSITION

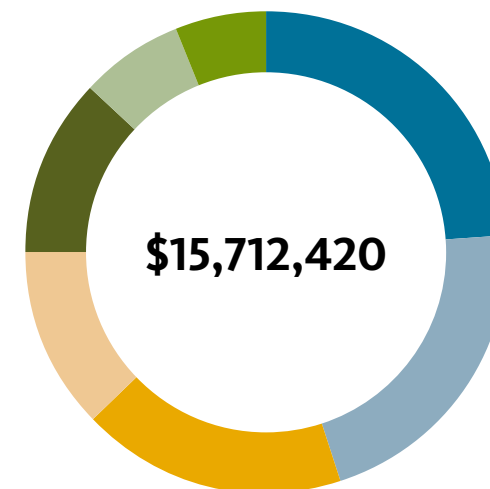
Assets	2021	2020
Cash and cash equivalents	\$2,716,178	\$837,192
Investments	\$19,579,164	\$20,139,368
Receivables	\$1,160,733	\$1,764,517
Prepaid expenses and other assets	\$1,814,736	\$1,200,069
Investment in Value First, Inc.	\$146,633	\$195,529
Property and equipment	\$9,886,588	\$10,298,539
Total assets	\$35,304,032	\$34,435,214
Liabilities & Net Asset Liabilities	2021	2020
Accounts payable and accrued expenses	\$1,979,245	\$1,930,722
Deferred revenue	\$5,211,583	\$3,013,664
Interest rate swap agreement	\$485,177	\$973,134
Note payable	\$1,969,030	\$1,483,486
Bonds payable	\$10,374,654	\$10,840,590
Total liabilities	\$20,019,689	\$18,241,596
Net Assets	2021	2020
Without donor restrictions	\$13,514,816	\$14,264,821
With donor restrictions	\$1,769,527	\$1,928,797
Total net assets	\$15,284,343	\$16,193,618
Total liabilities & net assets	\$35,304,032	\$34,435,214

TOTAL REVENUE & SUPPORT



- 62.5% Membership Dues \$9,851,012
- 12.4% Sponsorships \$1,946,284
- 9.6% Conferences & Meetings \$1,514,626
- 4.4% Net Interest & Dividends \$684,086
- 2.8% Advertising & Publications \$440,146
- 2.4% Rental & Parking \$382,675
- 1.6% Shared Services \$259,730
- 0.8% Contracts for Services \$129,466
- 0.5% Other Income \$77,651
- 3.0% Net Assets Released from Restrictions \$477,422

TOTAL PROGRAM SERVICES EXPENSES



- 24.1% Public Policy & Advocacy \$3,781,826
- 21.0% Knowledge Center \$3,302,020
- 17.8% Communications & Marketing \$2,790,777
- 12.2% Membership Services & State Relations \$1,921,997
- 12.0% LTSS Center \$1,886,729
- 7.0% Business Development \$1,099,651
- 5.9% Center for Aging Services Technology \$929,420

* For more information please refer to the FY21 audit report, available upon request

Financial Performance

STATEMENTS OF ACTIVITIES

Activities Without Donor Restrictions	2021	2020
Revenue & Support		
Membership dues	\$9,851,012	\$9,741,267
Sponsorships	\$1,946,284	\$2,443,801
Conferences and meetings	\$1,514,626	\$5,932,270
Interest and dividends, net of fees	\$684,086	\$638,901
Advertising and publications	\$440,146	\$242,279
Rental and parking	\$382,675	\$472,521
Shared services	\$259,730	\$152,676
Contracts for services	\$129,466	\$219,109
Other income	\$77,651	\$49,294
Contributions	\$207	\$169
Hotel commissions	–	\$360,218
Net assets released from restrictions	\$477,422	\$1,637,187
Total revenue and support	\$15,763,305	\$21,889,692
Expenses — Program Services		
Public policy and advocacy	\$3,781,826	\$5,646,059
Knowledge Center	\$3,302,020	\$5,401,136
Communications and marketing	\$2,790,777	\$2,160,683
Membership services and state relations	\$1,921,997	\$1,731,881
LTSS Center	\$1,886,729	\$1,587,255
Business development	\$1,099,651	\$1,147,642
Center for Aging Services Technology	\$929,420	\$957,556
Total program services expenses	\$15,712,420	\$18,632,212

Activities Without Donor Restrictions	2021	2020
Expenses — Supporting Services		
General and administrative	\$4,214,856	\$3,525,692
Total supporting services expenses	\$4,214,856	\$3,525,692
Total expenses	\$19,927,276	\$22,157,904
Change in net assets without donor restrictions before other items	(\$4,163,971)	(\$268,212)
Other Items		
Net gain on investments	\$1,847,127	\$225,766
Gain on forgiveness of note payable (PPP loan)	\$742,600	–
Unrealized gain (loss) on interest rate swap agreement	\$487,957	(\$538,295)
Acquisition through contribution	\$385,176	–
Equity in loss of Value First, Inc.	(\$48,896)	(\$61,643)
Change in net assets without donor restrictions	(\$750,005)	(\$642,384)
Activities With Donor Restrictions		
Contributions	\$158,188	\$1,995,667
Investment income, net	\$159,964	\$63,646
Net assets released from restrictions	(\$477,422)	(\$1,637,187)
Change in net assets with donor restrictions	(\$159,270)	\$422,126
Change in net assets	(\$909,275)	(\$220,258)
Net Assets		
Beginning	\$16,193,618	\$16,413,876
Ending	\$15,284,343	\$16,193,618

Connect With Us



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Washington, DC 20008



202-783-2242



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