



2021/2022

ANNUAL REPORT

LeadingAge[®]
Washington

MOMENTUM



MOMENTUM

Momentum is what propels our field forward. When harnessed, nurtured and built upon, it can spread quickly, resulting in significant growth. Our world has changed. Our field has changed. Now we need to build on what we have accomplished to prepare for what lies ahead.



MESSAGE FROM THE BOARD CHAIR



Dear Colleagues and Friends,

Another year has passed and COVID remains with us. Tight regulations and survey battles continue and added to this list is now another stage in our long battle for staffing. One would ask themselves, why continue in a field that is plagued by challenges. The “why” is simple, it’s because of each other, because of those we serve and it’s because every day we wake up, look into the mirror and know we make a difference in people’s lives. We are here for Helen, Joe, Ellen and we are here for our teams, our families, and we make a difference.

In 2022, the legislative session was a success for long-term care. For the first time in many years the legislature has invested in us; in our staff for higher wages and for the senior population of Washington State. We are grateful and proud of this commitment they have made to us. We need to continue this momentum into the future through education, partnerships and building a strong workforce to care for our most vulnerable people.

Our Elders need to be at the forefront of our society.

The next several years will be focused on building back the staff we lost during the Great Resignation. We need to stay true to our mission of service and care and developing the new leaders of tomorrow. I urge you to continue to innovate, to keep the momentum of service, dedication and trust moving forward.

On behalf of an appreciative board of directors, I want to thank everyone and express our profound gratitude for all you do for senior services in Washington State. You are all heroes.

With kindness and hope,

A handwritten signature in black ink, appearing to read 'L. Ladenburg', written in a cursive style.

Lynette L. Ladenburg
CEO, Martha and Mary, Poulsbo
Chair, Board of Directors

MESSAGE FROM OUR PRESIDENT/CEO



How do we harness the stories of heroism and the attention gained that has clearly demonstrated that the importance of long term care is equal to that of hospitals and has demonstrated the need to house and assist older adults in accessing needed services? These stories and this new heightened awareness of the importance of the work you do must propel us forward to achieve change!

Change that delivers on the promise that as a society we believe all people deserve access to quality health care and to live in safe and comfortable homes.

We are at a moment in time when if this change does not happen now, after all of our hard-fought battles to save lives and protect residents and staff, it may never come. Now is the time for our society to finally grant long-term care and services the respect and trust that is long over-due.

Now is the time to enact policies that support innovation, that allow older Washingtonians greater access to care and housing, that provide the vitally important funding needed to support these services.

Yet, we continue to face strong headwinds existential to our organizations and our mission. The virus is still with us. Our workforce is exhausted, overwhelmed, and frankly considering new career paths. The historic strides in funding gained for low income seniors to access quality health care is still not enough! There are simply too few workers to care for a quickly aging population who are dependent on others for care.

Attracting new workers, and retaining those with experience, skill, and dedication to care, is more and more difficult and costly. Other economic pressures are driving up operating costs faster than funding can be appropriated; funding that will never keep up with the costs! These are fundamental truths.

But nestled alongside these disheartening truths are other truths: inspirational truths. I look out across the LeadingAge Washington membership and I see veteran leaders of today and emerging leaders of tomorrow eager to serve. I see our early leaders who still have that grit, that fire, to innovate and create new partnerships. I see grateful hearts. I see a growing collaboration and willingness to partner; across state and local agencies, with other senior care and hospital associations, with labor groups and elected policy leaders.

There is a realization that together we can accomplish great things! When we take the time to listen and engage in thoughtful and creative work, to solve problems, to achieve our common goals, we foster the seeds of change. From these seeds, in time, respect and trust will come; and from the foundation of trust and respect, funding, sensible regulations and oversight, and a devoted and valued workforce will all come.

If we don't believe, we won't achieve. Let's harness the past and use this momentum to create the future we want! You are all admired leaders. We are grateful for your spirit and the strength of your convictions to always move forward with grace and dignity with a firm hand on the tiller. We couldn't be more proud to represent you.

Thank you for inspiring us to reach beyond today and towards a different and better tomorrow.

A handwritten signature in blue ink that reads "Deb Murphy".

Deb Murphy
President/Chief Executive Officer
LeadingAge Washington

MESSAGE FROM OUR TREASURER



Dear LeadingAge Washington Members,

I am pleased to present the Treasurer's annual report for the fiscal year ending December 31st, 2021. Foremost, I would like to extend my gratitude to the Finance/Audit committee for their work this past and every year in support of the organization. I would be remiss if I did not also recognize the staff of LeadingAge Washington in their time and efforts to retain a solid financial position as everyone continued to battle the challenges of the pandemic.

Despite the continuing difficult financial pressures we all faced, the association remains strong, meeting their mission in providing support, education and advocacy to the members and seniors in Washington State.

I am pleased to report that our Independent Accountant's Review, conducted by Brantley, Janson, Yost & Ellis, resulted in a clean report with no material modifications needed to the consolidated financial statements and they are presented in accordance with accounting principles.

For the fiscal year 2021, the association realized a slight decrease in cash of \$78,461. The association also realized an increase in net assets of \$132,614 closely matching the \$135,499 increase from 2020.

Thank you for the privilege to serve as your Treasurer.

A handwritten signature in black ink that reads "David Hoffman".

David Hoffman
CFO, eliseo
Treasurer, Board of Directors

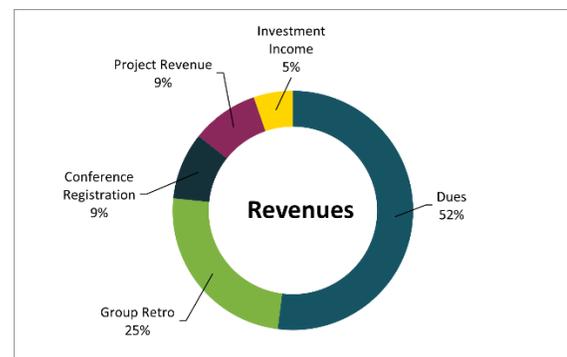
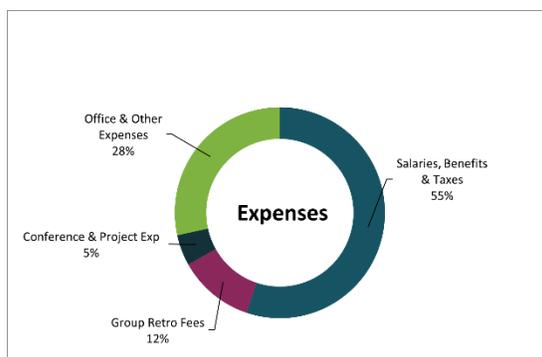
2021 Financial Statements

Statement of Financial Position

Statement of Activities

	2021	2020		2021	2020
ASSETS					
CURRENT ASSETS			REVENUES		
Cash and cash equivalents	\$756,747	\$835,208	Dues	\$1,021,349	\$914,987
Marketable Securities	1,093,172	992,548	Administrative income - Group Retro Plan	482,994	541,513
Accounts Receivable	41,613	10,375	Conference Revenues	177,414	213,065
Prepaid Expense	48,134	44,226	Other*	177,949	182,675
Group Retro - assets restricted as to use	2,848,587	3,488,358	Interest and Dividend Income	32,145	30,654
Total Current Assets	4,788,293	5,370,715	Gain (loss) on Investments	71,420	62,639
Furniture and Equipment, net	129,430	152,959	Total Revenues	1,963,271	1,945,533
Other Assets	166,734	119,463	EXPENSES		
Total Assets	5,084,457	5,643,137	Salaries, Payroll Taxes and Benefits	1,009,230	991,927
LIABILITIES AND NET ASSETS			Group Retro, Directory and Consulting Fees	214,075	229,180
CURRENT LIABILITIES			Conference Expense	86,762	81,732
Accounts Payable	36,083	20,829	Services and Professional Fees	305,214	281,009
Passthrough grants held for others	16,510		Office and Other Expense*	106,446	112,154
Accrued Salaries, Payroll Taxes and Benefits	240,504	172,706	Office Rent	77,526	79,349
Deferred Revenue	222,316	355,881	Depreciation	31,404	34,683
Due to Members - Group Retro Plan	2,846,412	3,488,184	Total Expenses	1,830,657	1,810,034
Total Current Liabilities	3,361,825	4,037,600	CHANGE IN NET ASSETS		
Deferred Rent	120,234	135,753	Net Assets at Beginning of Year	1,469,784	1,334,285
NET ASSETS			Net Assets at End of YEAR		
Unrestricted Net Assets	1,602,398	1,469,784		1,602,398	1,469,784
Total Liabilities and Net Assets	5,084,457	5,643,137			

*Please note that the changes between years on the Other Revenues and the Office and Other Expense reflects moving the Grant Revenue and Expenses to a wash account.



2021- 2022 POLICY HIGHLIGHTS FUNDING

2022 Washington State Legislative Session

After years of ignoring the funding needs of programs serving low-income older adults, the legislature has finally made historic investments in nearly all long-term care sectors. From increased funding for essential staff in skilled nursing to increased adult day and assisted living rates, these long fought-for investments will have many positive impacts on resident and client care.

Skilled nursing will see an increase of nearly \$75 million in program funding between Wage Equity funding and an occupancy penalty that better recognizes the interruption in admissions caused by COVID. Assisted Living will see an increase of over \$33 million this next year through funding of the methodology and a more current use wage and other operating cost data. After years of stagnant rates, we continue to make progress in raising adult day rates to cover current costs, and this year they will see over a 15% increase in rates.

In addition to the Medicaid program rate increases, the COVID add-ons have been extended for all care settings and will continue through the biennium, although at decreasing levels.

The 2022 session represents the culmination of years spent educating legislators and building coalitions with stakeholders, including the state agencies. But the usual recipe for advancing arguments and justifying funding investments would, in all likelihood, not have been enough. Unfortunately, the devastating toll that COVID took on your workforce and the impact on hospitals when you are unable to admit and care for seniors was undoubtedly the attention grabber that finally resulted in much needed relief. Thank you to all of you who sent messages to the legislature, met with your legislators, and testified in front of legislative committees. Your stories were compelling, the need was clear, and older adults could no longer be ignored.

Let's keep the momentum going into the 2023-2025 biennium and continue to advance the needs of older adults so these gains don't disappear, and funding continues to increase to attract and retain needed staff and address other operating costs that continue to rise in an inflationary economy.

2021 - 2022 POLICY HIGHLIGHTS (CONT.)

FEDERAL PAYMENTS UPDATE: PDPM, QM

In April, CMS issued its latest proposed rule. This year, the most significant change is a PDPM adjustment that would result in a nearly \$320 million reduction in PPS payments. When PDPM was initially introduced, it was intended to be budget neutral. Through the hard work and dedication of nursing home staff, PDPM payments have rightly been higher than forecasted. Facilities have managed to maximize PDPM in order to fully account for increased levels of care in residents.

In conjunction with our LeadingAge National partner, we will be submitting comments to CMS requesting that they slow the implementation of any proposals that would negatively affect nursing home payments. As facilities continue to work through the pandemic, it is a particularly inappropriate time to introduce payment cuts.

In addition to the PDPM Parity Adjustment in the CMS Proposed rule, we continue to work with DSHS on a RUGs to PDPM transition in case CMS removes portions of the MDS assessment that would make RUGs obsolete. LeadingAge Washington is working with stakeholders to make any transition in the case-mix system function better for nursing homes.

WORKFORCE

The ability to attract and retain a trained and competent workforce is at an all-time low. Multiple factors have contributed to this crisis we face; an aging workforce, a workforce battered by COVID and now seeking new careers, inadequate funding to offer competitive wages and benefits, and a growing need for care and support for a cohort of older adults that is outpacing the number of working-aged persons. This is our crisis today and in the coming several years ahead.

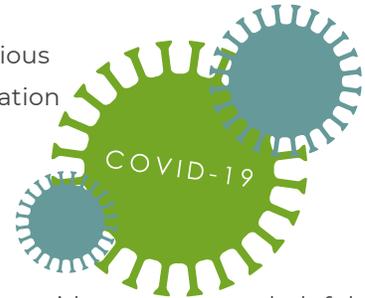
The future of aging services depends on our frontline workers, and we must rebuild. Solving this problem will take both federal and state-based solutions, and LeadingAge Washington is focused on what we can do here at home to make a difference. We continue to push for funding to pay prevailing wages, streamline access to training, create an apprenticeship pathway for HCA/NAC to LPN career progression, and encourage younger and second career individuals to look to aging services for a fulfilling and rewarding career.

We will continue to work to remove barriers to bring new workers into the state and advocate for Washington to join the Nurse Compact Act, increasing access to licensed nurses.

LEGISLATIVE, REGULATORY & COMPLIANCE

COVID Much of our regulatory focus now and ahead is on both the State and Federal COVID-19 waivers that have been in place for over two years. As we move from pandemic to endemic planning, we are working closely with state agencies and the Governor's office to carefully unwind these waivers. Our priorities will be to maintain our current workforce, avoid any conflicting guidance or regulations when possible, and continue to extend any needed waivers. While many waivers can successfully end as things are getting back to "normal" and we learn to live with new virus strains, some waivers, such as HPRD staffing minimums, must stay in place while we deal with the workforce crisis exacerbated by the pandemic.

We will also be participating in a lengthy rule-writing process to update various emergency preparedness and communications rules stemming from legislation passed in the 2021 session. While we successfully minimized the burden to providers in the final bill, we will remain diligent with that intent during the rule-writing process while also allowing for meaningful changes and updates based on lessons learned from the pandemic. We also hope to continue to shape Pandemic Preparedness Guidelines for long-term care providers to create a helpful document for providers and state and local agencies to better respond to future pandemic situations.



In the last year, LeadingAge Washington has continued to work with other stakeholders to elevate the needs of long-term care providers as they remain on the frontlines of the COVID-19 pandemic. As the virus and new variants emerge, we remain vigilant in ensuring all needed resources continue. We continue to host weekly clinical update calls to provide a wrap up of weekly information and answer your most important questions. At the beginning of the Delta surge, when staffing issues appeared to be on the brink of crisis levels, we convened a group of Administrators and Directors of Nursing to discuss crisis staffing and the care needs of our residents. We developed a Critical Staffing Management in Long Term Care Settings document, which we presented to RCS as an alternative to Crisis Standards of Care. This document was adopted and released as guidance for all LTCFs during this staffing crisis. We know this fight is not over, and we will continue to support members in any way we can throughout this pandemic and whatever lies ahead.

LEGISLATIVE, REGULATORY & COMPLIANCE (CONT.)

HCBS We continue to work with Home and Community Services and the Area Agencies on Aging on growing our state's adult day programs. While the need to increase referrals remains a top priority, we are also working to maintain pandemic waiver flexibilities to continue remote services. Adult day providers were able to adapt the way they deliver services to clients early in the pandemic, and consumers and providers of services benefitted from this model. As we work to grow client access to this program, we believe a hybrid model is an excellent approach to reaching more clients around the state and helping them age in place and stay engaged through technology and in-person services.

Housing We remain committed to bringing housing plus services models to Washington State. We continue to highlight this evidence-based model of care as a critical approach to caring for low to moderate-income seniors. We are doing this through conversations with local organizations and policymakers and calling on our congressional leaders to fund housing plus services models. We are also working at the county level to increase housing voucher programs in assisted living communities, recognizing that Medicaid funded assisted living provides safe housing with services to low-income individuals. These housing vouchers support the mission of providers offering additional revenue to provide safe and stable housing to those most in need.

Life Plan Communities As we head into the next legislative session and thereafter, LeadingAge Washington will work with WaCCRA, the Office of Insurance Commissioner and other policy leaders, to study consumer protections and a framework for establishing new laws and compliance oversight. This association and, importantly its Life Plan Community members, have a long history of transparency and disclosure of information important to consumers and community residents. We will continue to honor these principles and respect the interests of all residents while achieving growth and mission fulfillment.

SURVEY

In January 2020, LeadingAge Washington held a Survey Summit to discuss the current negative culture of nursing home surveys and assisted living inspections in WA State. After a year of delay due to COVID, in early 2021, we picked back up with provider members and developed a guiding document, titled Four Pillars - Bold Leadership, to drive the needed change at Residential Care Services (RCS). We continue to meet with RCS Leadership quarterly to review how surveys are going and hold quarterly RCS-Provider meetings in conjunction with WHCA and RCS. These meetings allow members to hear directly from RCS, ask questions regarding regulations, and, importantly, forge new relationships. We will continue to monitor and engage with RCS leadership to establish and maintain healthy relationships between those providing day-to-day care and services and those who monitor regulatory compliance. These relationships must be founded on mutual respect, first and foremost.

EXCLUSIVE MEMBER BENEFITS

GROUP RETROSPECTIVE RATING PROGRAM

LeadingAge Washington has sponsored a retrospective rating program since 1983. Our program includes professional experienced claims administration, litigation support, return-to-work support, an onsite annual safety inspection, and safety rebates. This program provides cost-effective group coverage that offers financial incentives to increase safety awareness, reduce workplace accidents and aggressively engages in minimizing the costs of claims that do occur.

Importantly, our claims administrator helps you understand the benefit and implementation strategies regarding effective return to work programs, including light duty and kept on salary (KOS) programs. Return to work and KOS are proven methods to reduce your L&I rates and improve retro return on premium refunds. KOS involves paying 100% of an injured worker's wages when unable to work due to injury. KOS allows you, the employer, to maintain more control over the claim while keeping costs down while the injured worker focuses on recovery. In most cases, KOS is recommended when return to work is expected to be less than 30 days. There are always exceptions and your assigned claims consultant can assist you with making the right choice for your organization and the injured worker. By avoiding time loss you can obtain a medical only discount of \$3,450 per claim, and if all of your claims are medical only, you can obtain a claim free discount of 10-40% off the base rate that L&I charges

GROUP PURCHASING

We are excited to announce Premier as LeadingAge Washington's preferred Group Purchasing Partner!

Premier is a leading force in healthcare supply chain and operations. With nearly 30 years of experience, Premier has the leadership, expertise, and resources to help our members succeed. And with a contract portfolio built on over \$61 billion in group purchasing volume, members get access to the buying power needed to thrive in today's increasingly competitive healthcare environment.

Through Premier's Continuum of Care purchasing portfolio, members will gain access to over 2,000 contracts with national suppliers that senior living providers know and trust. Additionally, their portfolio affords members access to their food service program with US Foods, one of the largest food distributors in the nation. By taking advantage of their US Foods contract, members can see immediate cost savings on food service purchases. Premier provides strategic purchasing solutions and operational support to help senior living providers thrive. For more information, please visit our Savings and Solutions Center.

EDUCATION AND INNOVATION

LEADERSHIP INSTITUTE



OUR MISSION

Since 2010, the LeadingAge Washington Leadership Institute (LI) program has provided meaningful self-awareness and growth opportunities to over 220 rising member leaders and their coaches. For the past 12 years, the LI program has emphasized the vital importance of relationship building, emotional intelligence and transformational leadership skills and we are grateful to Consonus' Tracy Fritts and Karmen Hudson, Judson Park, for their continuing commitment to advancing new leaders in the aging services field.

OUR VALUES

Integrity and Honesty

Collaboration and Commitment

Responsiveness and Open Communication

Respect and Generous Listening

Trust Building

Innovation

THE BENEFITS

Learn how leaders become more authentic through clarification of personal values and their own leadership philosophy.

Understand the concepts behind distributed leadership and empowerment.

Explore how paradigm shifts occur, supporting environments of creativity and innovation.

Become aware of how a leader's emotions influence the workplace and everyone in it.

Discover the secret of building trust at multiple levels-with others, within organizations, and communities at large.

THE VISION

LeadingAge Washington's Leadership Institute was created to develop leaders who will serve their organizations and the field of aging services in an exemplary, dynamic and innovative fashion. This new class of leaders will be the pioneers bringing innovative solutions to meeting the needs and preferences of the next generation of older Americans.

Fellows will engage in four "face-to-face" learning experiences (themes) that typically include visits to member communities, intimate conversations with aging services leaders and self-exploration of leadership styles through exercises and readings.

Themes: Values Based Leadership; Innovation; Relationship Management and Self- Management.

2022-23 Facilitators: Tracy Fritts, Vice President of Leadership Development, Consonus Healthcare;

Karmen Hudson, Director of Sales, Judson Park, Des Moines

MOMENTUM



70th Annual Virtual Conference & EXPO

HIGHLIGHTS:

- We successfully partnered with LeadingAge, our national partner, for our 2nd Virtual Conference through the EngageZ platform
- Over 400 participants, including our amazing Business and Sponsorship supporters
- 32 Virtual EXPO Booths
- 80 Outstanding Live and Semi-Live Breakout Sessions
- Keynote Guests: Jonathan Fanning, Speaker and Author, Passion and Purpose – Rediscovered; John H. Cochrane III, President & CEO, HumanGood, The Changing Landscape of Senior Living; Carol Silver White, President & CEO, Jewish Home Family, NJ Board Chair - LeadingAge, In Forward Motion; Dr. Randy Ross, CEO of Remarkable, Author, Hope Rises: Let Your Life & Leadership Soar
- Sessions were available On-Demand for 90 days following the conference
- Swag Experience Boxes delivered to the first 300 registrations
- Dueling Piano's with Jeff & Rhiannon closed our Virtual Conference



"What an incredible pivot from in person to virtual (twice now in a row)."



"LA Washington is doing a great job making the virtual conference worth attending. Thank you all!"

"This was one of the most professional online events I have ever attended."



"I found this year's presentations to be relevant, timely and full of great ideas as we move out of the pandemic and begin to focus on the future of our communities."

CIVIL MONETARY PENALTY (CMP) FUND GRANT PROGRAM



Civil monetary penalties (CMPs) are fines imposed on nursing facilities that are found out of compliance with federal health and safety standards. Washington State receives a portion of the total fines collected to be reinvested in support of projects that improve the overall quality of life and/or care of nursing facility residents.

Nursing facility providers and organizations are encouraged to submit CMP fund grant applications to the state for the development and implementation of quality improvement initiatives that directly or indirectly benefit nursing facility residents. On behalf of our 46 skilled nursing facility members, we successfully completed four Civil Monetary Penalty Reinvestment Program (CMPPR) projects and we currently have five projects active and ongoing. These six programs are:



Gardens ~ \$1,305,401.



Technology ~ \$1,179,584.



Spark Boxes ~ \$439,718.



Cycling Without Age - TriShaws ~ \$ 397,011.



Technology ~ \$124,486.



PARO Robotic Seal ~ \$389,188.

TOTAL: \$3,835,388



TESTIMONIALS

Eldergrow:

"The Eldergrow staff were so patient, kind and encouraging for our residents. Encouraging the sensory stimulation for everyone really focused on therapeutic values of the gardens. They were very adept at changing individual approaches to match residents' needs and limitations while highlighting strengths".

Tami Reuter, Activities Manager, Washington Veterans Home

"Residents are VERY involved! Residents who haven't been active in any other activity were participating. Eldergrow contractors were very aware of resident limitations and very good at engaging residents at their levels of abilities. It brought back many memories and residents easily reminisced."

Evelyn, Activities Staff, Sunshine Health & Rehab

"Residents proudly pointed out the plants they planted in past weeks. Resident, "J" was very verbal and happy. She recalled her mother planting polka dot plants. Laughing often. She picked colors for the activity that matched her doll's dress."

Eileen McClosky, Activities Staff, Providence Mount Saint Vincent

iN2L:

Timber Ridge at Talus

"We just started our residents driving and flying and they love it, especially one of our blind residents who used to fly small airplanes. It's lovely to see." Here is a picture of one of the residents taking advantage of the driving simulator.



Christian Health Care Center

"We have now been able to utilize the large systems for small group activities which has been enjoyable for many residents. We continue to use the tablets for 1:1 interaction and they have been beneficial, especially for redirecting agitated residents and providing laughter to residents who are feeling down. We have a resident who frequently calls out due to anxiety and we have been able to use the tablet as an intervention in this scenario. Each time we offer relaxing videos she is able to be redirected and becomes calmer."

eliseo

"Throughout the pandemic, our focus has been on 1:1 programming for residents isolated in their rooms. IN2L technology has supported this in numerous ways, including virtual family visits – proven important to decreasing social isolation. We were recently allowed to have segregated pods based on COVID status, and iN2L again, was a means for us to provide a variety of engaging activities with residents. In our Alpine unit, which consists mostly of residents with mid to late-stage dementia, the classical genre of videos and music helps with reminiscence of happier times for residents who cling onto their long-term memory as best as they possibly can. Another great use of the iN2L technology, is allowing for in-room passive activities for residents quarantined and not allowed to have 1:1 interaction with non-nursing staff (such as our life enrichment staff). Residents in this category have enjoyed the personalization of games, and other visual and audio media offered by iN2L. This has helped to decrease isolation in a time when loved ones are not allowed to provide emotional support at the most vulnerable times."

BUSINESS MEMBERS

DIAMOND \$10,000

Consonus Healthcare Services
Health Resource Services
Lane Powell PC
Ziegler

RUBY \$7,500

Mercury Pharmacy Services
Washington State Housing Finance Commission
McKesson

SAPPHIRE \$5,000

Compass Community Living (Formerly Morrison)
Compliance Store, The
Forefront Healthcare
HUB International Northwest

EMERALD \$2,500

BlackPoint IT Services
Cain Brothers
Risk Finance
Infinity Rehab
Moss Adams
OPTUM, Complex Care Management
Propel Insurance
Sodexo Senior Living

PEARL \$1,250

Culinary Coach Consulting
Encore Rehabilitation Services
Fidalab, LLC
Hanson Bridgett
Harmony Healthcare
International (HHI)
iN2L
GLY Construction
Ryan, Swanson & Cleveland, PLLC

The logo for Momentum, featuring the word "MOMENTUM" in a bold, sans-serif font. The letters "MOMENTUM" are in a dark blue color, while the letter "U" is in a lighter blue color.

OPAL \$500

3rdThird Marketing	Healthcare AR	Relias
A/R SNF Solutions	Healthcare Services Group	Rice Fergus Miller, Architects, Interiors, & Master Planning
Accrete Construction	Hillis Clark Martin & Peterson	SafelyYou
Aegis Therapies	HPSI Purchasing Services	SAGE Architectural Alliance
Ankrom Moisan Architects	Image Source Inc.	Schetky Bus and Van Sales
Basic American Medical Products	Independence Rehab	Sechrist Design Associates, Inc.
BKD CPAs & Advisors	Interactive Medical Systems	Select Rehabilitation
C.Matti Consulting	Interface	Shaw Contract
Clark Nuber PS	Java Group Programs	Shoemith Cox Architects
CliftonLarsonAllen	Kutoff Consulting	Stanley Healthcare Solutions
Comagine Health	Legacy Power Systems	SYSCO Food Services of Seattle
Comfort Matters	LifeLoop	Team Red Real Estate (Keller Williams)
Consolidated Billing Services, Inc.	LRS Architects	Thoma-Holec Design
Cornerstone Clinical Consulting	Lument	Time Equipment Company
Deacon Construction	Marathon Development Inc.	TridentCare
Deborah J Hollingsworth, CPA	MatrixCare	TwinMed
Demi Haffenreffer, LLC	Medline Industries	Unidine
Diagnostic Imaging	Memories By Design	United Wound Healing
Dietitian Consulting Services	Oggvo	Walker Consulting and Resources LLC
Dynamic Sales and Service	Omnicare, a CVS Health Company	Walsh Construction Co./WA
Ecolab	OnSemble Intranet	Washington Relay
Eldergrow	Parker Smith & Feek	Wattenbarger Architects
Foster Garvey	PayNorthwest	We R Tacoma (Tacoma Rainiers/Tacoma Defiance)
Functional Pathways	PharMerica	Zola Consulting
Genesis Rehab Services	Piper Sandler & Co.	
Geneva Woods Health Supplies PNW	PointClickCare	
Hansen Hunter & Co.	Quality Improvement Consulting	
Harbor Healthcare Consulting	Reliant Rehabilitation	

COMMUNITY MEMBERS

Adult Day Services of the Tri-Cities, Kennewick
Arlington Health and Rehabilitation, Everett
Arrowhead Gardens , Seattle
Ashley Pointe, Lake Stevens
Ashwood Court Apartments, Bellevue
Bailey Boushay House, Seattle
Bayview, Seattle
Bothell Health Care, Bothell
Boulevard Place, Bothell
Campus Towers, Longview
Cannon House, Seattle
Canterbury Manor, Bremerton
Cascade Park Active Day, Tacoma
Cascade Park Apartments, North Bend
Cascade Park Gardens, Tacoma
Cascade Park Vista, Tacoma
CDM Caregiving Services, Vancouver
Cedar River Court, Renton
Celebration Senior Living, Federal Way
Centennial Manor, Boise, ID
Cheney Care Center, Cheney
Christian Health Care Center, Lynden
CMS Bremerton Housing Authority, Bremerton
Columbia Lutheran Home, Seattle
Conservatory Place, Tacoma
Continuum Care Hospice, Everett
Council House, Seattle
(The) Courtyard at Cristwood, Shoreline
Covenant Living at the Shores, Mercer Island
CRISTA Shores, Silverdale
Cristwood Garden, Shoreline
Cristwood Park, Shoreline
Crossroads Senior Living, Bellevue
Emerald Heights, Redmond
Esperanza Apartments, Seattle
eliseo, Tacoma
Evergreen Court, Bellevue
Filipino Community Village, Seattle
Foss Home and Village, Seattle
Franke Tobey Jones, Tacoma
Fred Lind Manor, Seattle
Full Life Care -
S. King Co. Adult Day Health Center, Kent
S. Seattle Adult Day Health Center, Seattle
Snohomish Co. Adult Day Health Center, Everett
Garden Terrace, Wenatchee
Garden Village, Yakima
GenCare Lifestyle—
At Point Ruston, Tacoma
Ballard Landmark, Seattle

GenCare Lifestyle—
Federal Way, Federal Way
Scriber Gardens, Lynnwood
(The) Lodge at Eagle Ridge, Renton
(The) Village at Granite Falls, Granite Falls
Greenbrier Senior Apartments, Woodinville
Harbor View Manor, Tacoma
(The) Hearthstone, Seattle
Heron Landing Apartments, Kenmore
Heron's Key at Gig Harbor, Gig Harbor
Hilltop House, Seattle
Holman Gardens, Spokane Valley
Horizon House, Seattle
Interurban Senior Living, Seattle
Josephine Caring Community, Stanwood
Judson Park, Des Moines
Kawabe Memorial House, Seattle
Keiro Northwest - Nikkei Manor, Seattle
(The) Kenney, Seattle
Kensington Gardens, Gig Harbor
Kin On Assisted Living and Adult Family Home, Seattle
Kin On Rehab and Care Center, Seattle
King County Housing Authority, Tukwila
Kings Manor Senior Living, Tacoma
Kline Galland (Home Health/Home Care/Hospice), Seattle
Kline Galland Home, Seattle
La Conner Retirement Inn, La Conner
Legacy House, Seattle
Life Manor Independent Living, Tacoma
Lilac Plaza, Spokane
Living Care Retirement Community, Yakima
Martha & Mary, Poulsbo
Mary Schwartz Summit - Kline Galland, Seattle
Marymount Manor, Tacoma
McKay Healthcare & Rehab Center, Soap Lake
Mirabella Seattle, Seattle
Mountlake Senior Living, Mountlake Terrace
Mt. Baker Care Center, Everett
Mt. Si Senior Center, North Bend
MultiCare Adult Day Health, Tacoma
(The) Mustard Seed Project of Key Peninsula, Seattle
New Haven, Seattle
Norse Home, Seattle
North Valley Hospital Extended Care, Tonasket
Northaven Assisted Living, Seattle
Northaven Senior Living, Seattle
Northshore Adult Day Health, Bothell
Odessa Memorial Healthcare Center, Odessa
Pacific Regent Bellevue, Bellevue
Panorama, Lacey

Park Place Assisted Living, Seattle
Parkshore, Seattle
(The) Pearl on Oyster Bay, Bremerton
Pinewood Manor, Bremerton
Providence Emilie Court Assisted Living, Spokane
Providence Marianwood, Issaquah
Providence Mother Joseph Care Center, Olympia
Providence Mount St. Vincent, Seattle
Providence St. Joseph's Care Center, Spokane
Puyallup Nursing and Rehabilitation, Puyallup
Puyallup Tribe of Indians - Elder Service & Wellness Center, Tacoma
Quail Park Memory Care Residences of West Seattle, Seattle
Quail Park of Lynnwood, Lynnwood
Riverwest Senior Living, Wenatchee
Riverview Memory Care, Spokane
Riverview Terrace, Spokane
Riverview Village, Spokane
Rockwood at Whitworth, Spokane
Rockwood South Hill, Spokane
Rose Villa Senior Living, Portland, OR
Salishan Gardens, Tacoma
Seattle's Union Gospel Mission, Seattle
Shepherd's Garden, Lynnwood
Skyline, Seattle
SNJM Washington Health & Well-Being, Spokane
Sno Ridge Apartments, North Bend
South Pointe, Everett
St. Andrew's Place, Port Angeles
Sun Tower, Yakima
Sunnyside Assisted Living, Yakima
Sunset Garden, Puyallup
Sunshine Health and Rehab, Spokane Valley
Tacoma Nursing and Rehabilitation, Tacoma
Three Rivers Village, Richland
Timber Ridge at Talus, Issaquah
Titus Village, Kent
Tri Court, Kent
Tukwila Village Senior Living, Tukwila
Victoria Park, Seattle
View Ridge Care Center, Everett
Warm Beach Senior Community, Stanwood
Washington Masonic Charities, Community Outreach, University Place
Washington Odd Fellows Home, Walla Walla
Washington Veterans Home, Port Orchard
Wesley at Tehaleh, Bonnie Lake
Wesley Bradley Park, Puyallup
Wesley Des Moines, Des Moines
Wesley Lea Hill, Auburn
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1102 Broadway Suite 202
Tacoma, WA 98402