MESSAGE FROM THE BOARD CHAIR

Dear LeadingAge Washington Members,

Having weathered the storm of COVID-19 in 2020 and 2021, we welcomed 2022/2023 as they ushered in some much-needed relief with the protection of the COVID vaccines for our senior communities. We were able to open our doors a little wider and mitigate some of the many COVID restrictions that had burdened us for so long.

We began rebuilding occupancy at our senior care facilities, experiencing more activities and events and finally seeing a new normal blooming on our campuses.

While we were enthusiastic to renew normalcy and rebuild our teams, like many, we have been hindered by the depleted workforce. Recruitment for any business is difficult but most notably the availability of healthcare workers is the most challenging.

Staffing challenges require us to be nimble as we work to revive our teams. We have been working longer hours and without hesitation our teams continue to uplift one another like never before. Together we work hard to get the job done; to be an extension of the quality care seniors in Washington State can depend on.

Today, our challenge is building our workforce and making the world of senior living attractive again to those who have the compassion and passion to serve one of our most vulnerable populations. I wish you all the best in this endeavor in bringing back strength and power to the field of senior living in Washington State.

As we let go of the past, we will build strength in our future.

With gratitude and appreciation for all you do,

Lynette L. Ladenburg
CEO, Martha and Mary, Poulsbo
Chair, Board of Directors
Dear LeadingAge Washington Members:

As we reflect on the past year, a few things stand out. Your commitment to older Washingtonians and to your staff has never been more impressive and certain. And that is saying a lot on the heels of COVID, what we thought would be THE test of all tests of leadership and endurance. But now we face another even more pervasive and difficult challenge where we feel less prepared or able to overcome. I mean at least with COVID, we soon learned what to do to protect against and survive the virus, we knew what tools we needed, and yes, there were the challenges in obtaining PPE and testing, and you confronted constantly evolving guidelines, but it was all achievable. You did it, you came through it. That said, I think we would all say that COVID has aged us, in dog years.

Now we face an unprecedented (there’s that word again) workforce crisis, and we feel less prepared or less able to fix it. It’s one of those enormous elephants. It will take focus and fortitude to do what must be done; actions that are within your reach to influence and affect positive change while simultaneously implementing multiple strategies to continue the mission of caring and serving. We need federal and state policies that allow people to work and serve vulnerable populations, we need funding to retain and hire the staff needed by offering pay that values and professionalizes the work of caregivers and nursing assistants, and we need sensible regulations that spark innovation and truly encourages person-centered care and supportive services. We need real solutions, not political grandstanding that pretends to address quality but only worsens an already unfair and undeserved perception of our field and those who work within it. Calling for staffing ratios without first working to develop a robust workforce, and then punishing providers for not doing the impossible, only sets us further behind.

At the state policy level, we took some small bites out of that enormous elephant. We are making progress to solve this problem, but without immigration policies we will still fall short. Thankfully, we are all focused on this challenge, this next crisis, working on solutions from a variety of approaches in many forums. We’ve strengthened partnerships with hospitals, physician groups, and others who recognize that when we break, they break. Our crisis is their crisis. When we can’t admit patients ready for discharge, they can’t care for the community at large. Emergency departments fill up, beds are over capacity, medical transportation services can’t go out on calls, and care is delayed or not provided at all. Lives are placed at risk. When older Washingtonians don’t receive the care they need in a home-like and more appropriate setting everyone loses.

This is why you do what you do. This continues to be your moment; to solve these problems and build back our health care system, including caring for older adults. None of us stand alone, we stand together, in mutual support of each other, and to push for change that is essential to the important work you do. For the first time, all healthcare partners are working together to collectively move us forward to develop the talent needed and attract and retain essential staff to care for Washingtonians of all ages. Together, we stand for the greater good, the good of all.

With gratitude,

Deb Murphy
President/Chief Executive Officer LeadingAge Washington
Dear LeadingAge Washington Members,

Thank you for the privilege to serve as your Treasurer. 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. I am pleased to present the Treasurer’s annual report for the fiscal year ending December 31st, 2022.

Foremost, I would like to extend my gratitude to the Finance & Audit Committee for their work this past year 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 in managing the association’s operations post pandemic recovery. It is a different world than the one we knew at the end of 2019 and they, like our member providers, remain proactive responders to the changing times.

Netting out 2021’s extraordinary income from pandemic relief as well as the loss on investments, the association realized relatively stable revenue compared to the prior year with a decrease of only $15,574. Membership and group retro plan dues and grant administrative fees were down over budget. And while the move from a virtual to an in person annual conference drove an increase in conference revenue, other budgeted education related revenue failed to materialize.

On the expense side, the association realized an increase from the prior year with much of this increase due to the escalation of costs to host the in-person annual conference, reliance on outside consultants for internal bookkeeping, accounting, transitioning costs to onboard new staff, the conversion of accounting software programs, and higher staff salaries as the association adjusted to a changed labor market.

Together, these factors drove a net loss from operations of $205,543 and a cash decrease of $282,251. Including losses in the investment portfolio, the total budget deficit increased to $384,255. Management tools and budgeting processes have been revised to guard against these types of losses in the years ahead.

Thank you,

David Hoffman  
CFO, eliseo  
Treasurer, Board of Directors
Our world is complex, but our common goal is simple—we dedicate ourselves to creating positive change and improving the lives of older adults wherever they call home. As we focus on a wide and rapidly evolving range of issues—it’s more important than ever to harness the combined power of our mission driven LeadingAge professionals for the Greater GOOD.
2022 FINANCIAL STATEMENTS

Statement of Financial Position

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<tr>
<th>ASSETS</th>
<th>2022</th>
<th>2021</th>
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<td>CURRENT ASSETS</td>
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<td>Cash and cash equivalents</td>
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<td>Group Retro - assets restricted as to use</td>
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<td>Total Current Assets</td>
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| OTHER ASSETS | | |
| FURNITURE AND EQUIPMENT, net | $100,270 | $129,430 |
| TOTAL ASSETS | $5,736,892 | $5,084,457 |

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<tr>
<th>LIABILITIES AND NET ASSETS</th>
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<td>Pass-through grants held for others</td>
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<td>Current portion of operating lease liabilities</td>
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<td>Due to members - Group Retro Plan</td>
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<td>Total Current Liabilities</td>
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<th>LEASE LIABILITIES, NET OF CURRENT PORTION</th>
<th>Salaries, payroll taxes and benefits</th>
<th>Group Retro, directory and consulting fees</th>
<th>Change in Net Assets</th>
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<td>120,234</td>
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<th>TOTAL LIABILITIES AND NET ASSETS</th>
<th>Net Assets at Beginning of Year</th>
<th>Net Assets at END of YEAR</th>
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<tr>
<td>$5,736,892</td>
<td>$5,084,457</td>
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2022 - 2023 POLICY HIGHLIGHTS

FUNDING

Building on the progress made last year, the legislature once again made significant financial commitments to address the long-term care needs of low-income older adults. Throughout the year, LeadingAge Washington dedicated its efforts to securing these groundbreaking investments. This year, the funding for assisted living and skilled nursing facilities was included in both the DSHS Decision Package and the Governor’s Budget, providing us with a strong starting point for the 2023 Legislative Session. While our goal has been to advocate for comprehensive, reliable, and ongoing solutions to the challenges faced by the sector, we are pleased that these continued investments will help strengthen the essential residential services for older adults in Washington.

Skilled nursing and assisted living will both see an increase in their base rates as well as increases in the specialty programs that serve high-need residents. Skilled nursing facilities will receive a total investment of over $215 million over the biennium, while assisted living will benefit from an investment exceeding $116 million. Our commitment remains steadfast in advocating for permanent changes to the rate structures and sufficient funding levels for both programs, ensuring long-term sustainability and fairness in the highly competitive labor market.

Furthermore, we collaborated closely with healthcare partners, the department, the governor’s office, and the legislature to secure enhancements in specialty rates for programs that facilitate the transition of residents and clients from hospitals to residential and community settings. This includes increases in Specialty Dementia Care and Expanded Community Services rates to community placement incentives. Long-term care providers working with this "difficult to discharge" population will see an increase of over $33 million.

We partnered with the Washington Health Care Association to advocate for crucial tax relief for our for-profit members. As a result, meals provided to independent living residents will no longer be subject to sales and use tax. This ensures the longstanding exemption that has been in place for assisted living resident meals now applies to all residents. This exemption has also been in place for nonprofit organizations, but the new change provides fairness for those who offer meals to seniors, regardless of whether they are for-profit or nonprofit entities.

Overall, these developments demonstrate our ongoing dedication to improving the long-term care landscape, and we will persist in advocating for positive changes, reliable funding, and equitable support for older adults in Washington state.
2022 - 2023 POLICY HIGHLIGHTS

FEDERAL PAYMENT UPDATE: PDPM

Throughout the past 18 months, we have collaborated extensively with the department and various stakeholders to develop a comprehensive transition plan for shifting from a Resource Utilization Groups (RUGs)-based casemix system to a Patient-Driven Payment Model (PDPM)-based casemix system within the Medicaid rate methodology for skilled nursing facilities. With the approaching deadline of October 1, 2023, we are actively taking measures to ensure a seamless transition, which will likely involve implementing a hold harmless provision to mitigate any potential negative impact on facilities.

Our objective in this transition is to establish a more just, equitable, and accurate casemix system in the State of Washington. This entails accurately capturing the necessary resources for providing care based on individuals' assessed clinical and behavioral needs. As we proceed with this transition to the PDPM system, which is federally mandated, we will advocate for the required funding, aiming to prevent a budget-neutral implementation and instead prioritize access and quality of services required by individuals in need.

LEGISLATIVE, REGULATORY COMPLIANCE

At the core of our work lies the urgent task of addressing the critical issue plaguing our sector: the shortage of long-term care workers and licensed nurses. As we are all aware, the demand for long-term care services is rising while the supply of workers fails to keep pace. This workforce shortage bears significant consequences for both the accessibility of necessary care for older adults in our state and the financial and operational sustainability of our organizations.

The impact of this shortage reverberates across the entire long-term care spectrum, encompassing skilled nursing facilities, adult day centers, and at-home services. In recent years, we have witnessed the consequences of a strained healthcare system, leading to delays in acute care access and inappropriate, protracted wait times for residential care placements.

To tackle this challenge, we have been collaborating with policymakers, regulators, and healthcare leaders to raise awareness about the gravity of this issue and advocate for funding and policies that eliminate barriers to the prompt placement of workers at the bedside. We also strive to support livable wages, transportation options, and child care opportunities.
LEGISLATIVE, REGULATORY COMPLIANCE

During the 2023 legislative session, lawmakers recognized the imperative to take action. Several bills were passed with the aim of removing obstacles to training and testing for long-term care workers, as well as increasing the number of nurses, certified nursing assistants (CNAs), and home care aides (HCAs) in our state. Notably, Washington state became the 40th state to join the Nurse Licensure Compact, a major triumph that we believe will attract more trained nurses to our region. In collaboration with key partners, including the Hospital Association, we advocated for stronger regulation and transparency for staffing agencies. The objective was to gather essential information on fees, wages, and the extent to which organizations rely on agency staff. Although this legislation may not directly solve the issue, it will establish a framework for informing future policy solutions.

By implementing enhanced regulation, we expect to see a decrease in occurrences of price gouging and unfair contracting provisions that were observed during the public health emergency. Additionally, these efforts will contribute to the overall strengthening of our workforce.

However, our work is far from complete. We will persist in our focus on initiatives aimed at expanding access to affordable childcare, housing, transportation, and other benefits, as these factors are pivotal in attracting and retaining workers. We will also engage in statewide recruitment efforts to entice more individuals to pursue careers in the healthcare profession, and we will collaborate with LeadingAge National to explore opportunities for legal immigration workers who aspire to serve older adults.

Additionally, more concerted efforts are required to address the challenges posed by the difficult-to-discharge population. We are cognizant of the changing demographics of individuals requiring long-term care, yet the regulatory risks and financial burdens deter many residential care providers from catering to this population. To meet the unique needs of these clients who are best suited for a home-like environment with specialized programming and staff, we advocate for a holistic and cohesive approach that supports successful community placements.

In summary, while we have achieved significant milestones, there is still much work to be done. We remain committed to our mission of resolving the workforce shortage, and we will persist in pursuing comprehensive strategies to address the diverse needs of our sector and ensure quality care for older adults in Washington state.
LEGISLATIVE, REGULATORY COMPLIANCE

HCBS
We are actively collaborating with Home and Community Services and the Area Agencies on Aging to foster the growth of adult day programs throughout our state. During the legislative session, we secured one-time funding for the Developmental Disabilities Administration (DDA) to conduct a feasibility study. This study will explore the necessary resources to include adult day services as a contracted option for DDA clients. The introduction of these services would not only greatly benefit the clients themselves, but it would also create new referral opportunities for adult day providers and contribute to the expansion of these vital community-based programs.

In order to ensure that adult day programs can continue to serve their clients effectively despite the ongoing worker shortage, it is imperative to establish staffing flexibility. Previously, adult day programs adhered to stringent staffing requirements that are no longer practical in light of the current workforce climate. Adaptability in staffing regulations is essential to guarantee the uninterrupted provision of services to clients in these programs.

By working together with relevant agencies and stakeholders, we are committed to nurturing the growth of adult day programs, enhancing access to care, and addressing the challenges posed by the shortage of workers. Through our collective efforts, we aim to create an environment that fosters the well-being and quality of life for individuals in need of adult day services.

HOUSING
Our commitment to introducing housing plus services models in Washington State remains unwavering. Despite previous unsuccessful efforts, we have joined forces with a larger coalition of organizations dedicated to expanding services for low- and middle-income seniors beyond what is currently provided under Medicaid. Our approach involves population management strategies that enable older adults to age in place safely while promoting overall well-being.

There is an increasing recognition that housing plus services models can play a crucial role in addressing the current healthcare workforce shortage. Service-enriched housing not only helps reduce hospital admissions and alleviates concerns about overcapacity but also delays the need for higher-intensity staffing required in residential care and other community-based programs.

In the coming year, we will actively engage with Managed Care Organizations and state leaders to identify a statewide funding solution. By collaborating with these stakeholders, we aim to find sustainable funding mechanisms that support the implementation of housing plus services initiatives across Washington State. Our goal is to create a comprehensive and integrated system that effectively addresses the needs of older adults, enhances their quality of life, and mitigates the strains faced by the healthcare workforce.
LEGISLATIVE, REGULATORY COMPLIANCE

LIFE PLAN COMMUNITIES

In 2022, the Office of the Insurance Commissioner was tasked with conducting a comprehensive study of Washington's regulatory framework for Life Plan Communities (LPCs) in comparison to regulations in other states. The objective was to identify areas where improvements could be made to enhance consumer protections for LPC residents. The subsequent report from the OIC highlighted that Washington's regulatory oversight for LPCs is relatively lacking when compared to other states. However, the report did not specify any specific regulatory changes.

To further advance this important work, the 2023 budget included funding for the Department of Social and Health Services (DHS) to facilitate the formation of a workgroup responsible for developing a comprehensive regulatory framework. This workgroup is scheduled to commence its activities by mid-to-late summer, with the final report to be submitted to the legislature by December 1, 2024.

LeadingAge Washington is committed to collaborating with WACCRA and other LPC residents to address their concerns and develop balanced and appropriate regulatory measures that provide residents with a sense of security while ensuring growth opportunities to meet the increasing demand for this highly desirable senior living option.

ONGOING REGULATORY WORK

Throughout the year, LeadingAge Washington actively participates in rule-writing efforts and stakeholder workgroups led by the Residential Care Services (RCS). These efforts primarily stem from bills passed during previous legislative sessions, with one notable example being HB 1218, which focuses on Disaster Preparedness for Long-Term Care (LTC) facilities. We have been collaborating with RCS and stakeholders to address the requirements outlined in this bill and expand disaster preparedness programs within the LTC sector.

As part of this work, several assisted living communities have already conducted Hazard Vulnerability Assessments for their buildings and are developing emergency plans based on the top three identified hazards. The involvement of local fire departments, emergency management agencies, and law enforcement in these assessments is crucial to their effectiveness and success. We recognize the importance of strengthening relationships with these entities and expanding their involvement in our preparedness efforts.
Additionally, we maintain a strong partnership with the Northwest Healthcare Response Network (NWHRN), a local healthcare coalition serving 15 counties in Western Washington. The collaboration with NWHRN has been invaluable over the past three years. By providing regular updates and fostering partnerships, LeadingAge Washington is dedicated to ensuring that our members have access to accurate and timely information. This empowers them to make informed decisions and deliver the highest quality of care to their residents.

Through our active engagement in rule-writing and collaboration with key stakeholders, we are committed to promoting a culture of preparedness and resilience within the long-term care sector, ultimately enhancing the safety and well-being of our residents.

REGULATORY UPDATE CALLS
Since April 2020, LeadingAge Washington has consistently taken a proactive approach to keep our members informed about COVID-related regulations and updates. Through our weekly clinical calls, we have served as a reliable source of information during the challenging times of the COVID-19 pandemic. Staying informed and up to date has been paramount, particularly in the healthcare sector, where regulations and guidelines rapidly evolved from various federal, state, and local agencies.

As the public health emergency gradually comes to an end, we anticipate shifting our focus away from COVID-related matters. Instead, we will prioritize addressing survey and inspection-related issues as requested by our members. By addressing these concerns, we aim to provide valuable guidance and support to ensure our members’ compliance with regulatory requirements and maintain high-quality care standards.

LeadingAge Washington remains committed to serving as a trusted resource for our members, delivering relevant and timely information to assist them in navigating the evolving landscape of regulations and best practices.
LEGISLATIVE, REGULATORY COMPLIANCE

SURVEY WORK WITH RCS

We have maintained a strong partnership with Residential Care Services (RCS) to foster a positive survey culture in Washington State. Through our monthly meetings with RCS and CMS, we receive regular updates on key survey issues, including the top 10 citations and survey trends. Our commitment lies in remaining well-informed and actively addressing areas for improvement through a collaborative approach.

In addition, our participation in planning quarterly Provider Connects webinars alongside RCS and the Washington Health Care Association (WHCA) is a positive step towards meeting the needs of our members. By identifying relevant and valuable topics for these webinars, we ensure that our members have access to the necessary tools and resources to provide exceptional care.

The ongoing collaboration and open communication between LeadingAge Washington and RCS will be pivotal in driving progress toward an improved survey culture and the promotion of high-quality care throughout Washington State. Together, we can achieve positive outcomes and make a meaningful impact in the long-term care sector.

EXCLUSIVE MEMBER BENEFITS

GROUP PURCHASING

HRS/Premier is a leading force in healthcare supply chain and operational support. With over 35 years of experience, HRS, partnered with Premier, has the leadership, expertise, and resources to help our members succeed and lower their costs on supplies and solutions. With a contract portfolio built on over $82 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 and local suppliers that senior living providers know and trust. Additionally, this portfolio affords members access to a food service program with US Foods, one of the largest food distributors in the nation. By taking advantage of the Premier/US Foods contract, members can see immediate cost savings on food service purchases.

Through our partnership with LeadingAge, HRS has been able to work collaboratively with several LeadingAge members to help them find and implement well over a hundred thousand dollars in savings! Let us show you the power of HRS/Premier and help your organization succeed in today’s ever-changing setting. For more information, please contact Emily Hughes at Emily.hughes@hrsgpo.com or call directly at 206-295-8932.
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 $3,570 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.

HUB INTERNATIONAL - GROUP EMPLOYEE BENEFITS (Ex. Medical, Dental, Vision & other)
HUB advises how an organization’s culture, employees’ emotional connection to it and the power of the right benefits to support the culture are crucial to engaging employees and ensuring long term success.

For more information on your current employee benefit packages, please contact Jennifer Ortmeyer, HUB International’s SVP of Employee Benefits in Washington jennifer.ortmeyer@hubinternational.com
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 13 years, the LI program has emphasized the vital importance of relationship building, emotional intelligence and transformational leadership skills and we are grateful to Tracy Fritts and Karmen Hudson 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 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 and Karmen Hudson, Regional Director of Sales, HumanGood
HIGHLIGHTS:

- Our Theme: Refresh, Recharge, Renew with Momentum
- Over 300 participants, including our amazing Business and Sponsorship supporters
- 52 EXPO Booths included our NEW Networking Lounge and evening reception
- 37 Outstanding Breakout Sessions
- Keynote Guests: Tim Richardson, Speaker, Author, *The Power of the Pause: How A Reset Brings Sanity Back to the Workplace*; Ramie Liddle, Author, *Driving Miss Norma, One Family’s Journey Saying “Yes” to Living - Moving the Needle on Aging*; Christopher Ridenhour, *INSPIRED 2 RESULTS, The Markers and Moments That Guarantee DEI Success*

- Activities/Networking included: Golf Tournament, Paint and Sip, Awards Celebration Luncheon, Dessert Dash and Casino Royale Fun Night

Our message to our members in 2022 as we moved past COVID and virtual events: To continue the valuable work that you contribute to your organization every day, you have to take care of yourself too. LeadingAge understands the challenges you’ve faced over the last two years and we want to help you refuel and refocus in the months ahead. By exploring critical topics like workforce, the public perception of aging, and diversity, equity, and inclusion in leadership, you’ll connect with like-minded aging services professionals to replenish your mental and emotional coffers so you can return to work feeling ready for whatever comes next. By stepping outside your office and joining us for a restorative experience, where you’ll rediscover your passion for the aging services field, ignite your creativity, and enhance your ability to keep moving with MOMENTUM.
Civil monetary penalties (CMPs) are fines imposed on nursing communities 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 our nursing communities, their residents, and staff. On behalf of our 55 skilled nursing facility members, LeadingAge Washington has successfully completed $4,695,290 in Civil Monetary Penalty Reinvestment Program (CMPRP) projects.

- **Gardens $1,378,418**
- **Dementia Training $367,781**
- **Technology $1,265,901**
- **TriShaws $397,011**
- **The ARTS $439,718**
- **Air Purifiers $75,600**
- **Hearing Aids $257,187**
- **Technology $124,486**
- **PARO Robotic Seal $389,188**
Eversound
Residents are more verbal and will initiate more conversations, happy to hear the TV, and directly engage people on a 1:1 basis with a limited hearing deficit.

Family members love that they are able to communicate better during visits. Staff has had conversations with residents using the Eversound system that were not able to do prior to using it. I have also witnessed other residents that loved they could communicate better and have a conversion with a resident using it.

Using them during Cinema Club has been very successful. Being able to adjust for residents’ individual needs, whether they are hard of hearing or sensitive to sound. Residents who have a hard time participating in activities have benefited from wearing the headphones - they can hear to actively participate.

We have a very noisy activity room that is in the common area near the nursing station and lobby. Eversound has helped to mitigate this situation. It’s interesting because the hardest part of the background noise is the staff forgetting that residents with hearing loss are quite close to the staff offices and are speaking quite loudly. We have put up a large sign as a reminder to keep their voices lowered.

Silverkite Community Arts
The residents love having a creative outlet and their moods significantly improve as a result. There is always laughter and smiles around the table when we do SilverKite. The residents are always glad they came and love seeing their artwork in the halls.

Great talking points with every activity in the kits, which spurs other conversations. They are easy to use, thank you!

We LOVE SilverKite. It is a HUGE relief for staff to not have to choose an art project and purchase the supplies. We love how amazing art projects are delivered straight to our door! I don’t know who loves SilverKite more: the residents or the staff. Keep them coming, please!

iN2L + Life Loop
During this quarter, our nursing/other staff have been utilizing the larger IN2L system at the nursing stations as a ‘relaxation zone’. We are able to play calming music with Suzie Q, our residents especially love relaxation nature videos, live webcams (the puppies are a favorite), old movies and TV shows and enjoy playing games such as bubble popping and puzzles and watching the fishtank. In the activities room, we have been taking advantage of the word games, exercise videos, and the many different jukebox tunes. Having these IN2L tools has been extremely beneficial for all staff including hospitality, nursing staff, and therapeutic recreation; and the residents benefit from and are able to enjoy these experiences alongside staff.

Christian Healthcare Center
BUSINESS MEMBERS

**DIAMOND $10,000**
Consonus Healthcare Services
HRS Premier
Lane Powell PC
Ziegler

**RUBY $7,500**
Mercury Pharmacy Services
Washington State Housing Finance Commission (WSHFC)
McKesson

**SAPPHIRE $5,000**
Compliance Store, The
Forefront Healthcare
HUB International Northwest
USI Insurance Services

**EMERALD $2,500**
Cain Brothers
Compass Community Living
Infinity Rehab
OPTUM, Complex Care Management
Propel Insurance
Risk Finance

**PEARL $1,250**
3rdPlus
connectRN
Encore Rehabilitation Services
Fidalab, LLC
GLY Construction
Hanson Bridgett
Harmony Healthcare International (HHI)
Ryan, Swanson & Cleveland, PLLC
Senior Services of America
OPAL $650

A/R SNF Solutions
Accrete Construction
Accushield
Advanced Wireless Communications
Aegis Therapies
Aidan Health Services
Ankrom Moisan Architects
C. Mattie Consulting
Clark Nuber PS
CliftonLarsonAllen
Comagine Health
Consolidated Billing Services, Inc.
Cornerstone Clinical Consulting
Culinary Coach Consulting
Deacon Construction
Deborah J Hollingsworth, CPA
Dietitian Consulting Services
DispatchHealth Imaging
Dynamic Sales and Service
Ecolab
Eldergrow
EmpowerMe Wellness
Foster Garvey
Gabbert Architects Planners
Gentle Passage Doula Collective
Graham-Field
Hansen Hunter & Co.
Healthcare Services Group
Hillis Clark Martin & Peterson
HPSI Purchasing Services
iN2L + LifeLoop
Independence Rehab Interactive
Medical Systems Interface
Java Group Programs
Kutoff Consulting
Legacy Power Systems
LRS Architects
Lument
Matrix Pharmacy
Medline Industries
Memories By Design
Moss Adams
MyndVR
NEXDINE
Omnicare, a CVS Health Company
Onsemble Intranet
Orrick, Herrington & Sutcliffe LLP
Pacific Coast Fruit Company Parker
Smith & Feek
Patcraft
PayNorthwest
PointClickCare
Polsinelli PC
Powerback Rehabilitation Quality
Improvement Consulting Reliant
Rehabilitation
Relias
Rice Fergus Miller, Architects,
Interiors & Master Planning
Right at Home - Snohomish County
Safely You
SAGE Architectural Alliance
Schetky Bus and Van Sales
Sechrest Design Associates
Select Rehabilitation
Shaw Contract
Shoesmith Cox Architects
Sodexo Seniors
SYSCO Food Services of Seattle & Spokane
Team Red Real Estate (Keller Williams)
Thoma-Holec Design
Time Equipment Company TridentCare
TwinMed
United Wound Healing
Violett
Viventium
Walker Consulting and Resources LLC
Walsh Construction Company
Washington Relay
Wattenbarger Architects
We R Tacoma - Tacoma Rainiers
WelcomeHome Software
COMMUNITY MEMBERS

6th Avenue Senior Living, Tacoma
Adult Day Services of the Tri-Cities, Kennewick
Amber Hills Assisted Living, Prosser
Arlington Health and Rehabilitation, Everett
Arrowhead Gardens, Seattle
Ashley Pointe, Lake Stevens
Ashwood Court Apartments, Bellevue
Bailey Boushay House, Seattle
Bethany at Pacific, Everett
Bethany at Silver Crest, Everett
Bethany at Silver Lake, 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
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
elseo, Tacoma
Emerald Heights, Redmond
Esperanza Apartments, Seattle
Everett Transitional Care Services, Everett
Evergreen Court, Bellevue
Filipino Community Village, Seattle
Foss Home and Village, Seattle
Franke Tobey Jones, Tacoma
Fred Lind Manor, Seattle
From The Heart, Pasco
Full Life Care -
S. Seattle Adult Day Health Center - Seattle, Snohomish
Adult Day Health Center, Everett
Garden Terrace, Wenatchee
Garden Village, Yakima
GenCare Lifestyle at Point Ruston, Tacoma
GenCare Lifestyle Ballard Landmark, Seattle
GenCare Lifestyle Federal Way, Federal Way
GenCare Lifestyle Scribe Gardens, Lynnwood
GenCare Lifestyle (The) Lodge at Eagle Ridge, Renton
GenCare Lifestyle (The) Village at Granite Falls
Gig Harbor Memory Care, Gig Harbor
Greenbrier Senior Apartments, Woodinville
Harbor View Manor, Tacoma
(The) Hearthstone, Seattle
Heritage Court, Everett
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
Lacey Memory Care, Lacey
La Conner Retirement Inn, La Conner
Legacy House, Seattle
Life Manor Independent Living, Tacoma
Lilac Plaza, Spokane
Living Care Retirement Community, Yakima
Martha & Mary, Poulson
Mary Schwartz Summit - Kline Galland, Seattle
Marymount Manor, Tacoma
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Mt. Baker Care Center, Everett
Mt. Si Senior Center, North Bend
MultiCare Adult Day Health, Tacoma
(The) Mustard Seed Project of Key Peninsula, Seattle
Mustard Seed Village, Lakebay
New Haven, Seattle
Norse Home, Seattle
North Valley Hospital Extended Care, Tonasket
Northaven Assisted Living, Seattle
Northaven Senior Living, Seattle
Northaven West, Seattle
Northshore Adult Day Health, Bothell
Ocean Shores Assisted Living, Ocean Shores
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
Quail Park of Lynnwood, Lynnwood
Renton Assisted Living, Renton
Riverview Memory Care, Spokane
Riverview Retirement Community, Spokane
Riverwest Senior Living, Wenatchee
Rockwood at Whitworth, Spokane
Rockwood South Hill, Spokane
Rose Villa Senior Living, Portland, OR
Royal Columbian Senior Living, Kennewick
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
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
Terwilliger Plaza, Portland, OR
Three Rivers Place, Kennewick
Three Rivers Village, Richland
Timber Ridge at Talus, Issaquah
Titus Village, Kent
Tri-Cities Retirement Inn, Pasco
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
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Wesley Des Moines, Des Moines
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Class of 2023
Class of 2023
Class of 2024
Class of 2024
Class of 2024

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