

THE GREATER GOOD



2022-2023
ANNUAL
REPORT

LeadingAge™
Washington

ADVOCATE • EDUCATE • ENGAGE • INSPIRE

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,

A handwritten signature in dark ink, reading "L. Ladenburg".

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

MESSAGE FROM OUR PRESIDENT/CEO



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,

A handwritten signature in blue ink, appearing to read 'Deb Murphy'.

Deb Murphy
President/Chief Executive
Officer LeadingAge Washington

MESSAGE FROM OUR TREASURER



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,

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

David Hoffman
CFO, eliseo
Treasurer, Board of Directors



THE
GREATER
GOOD

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.

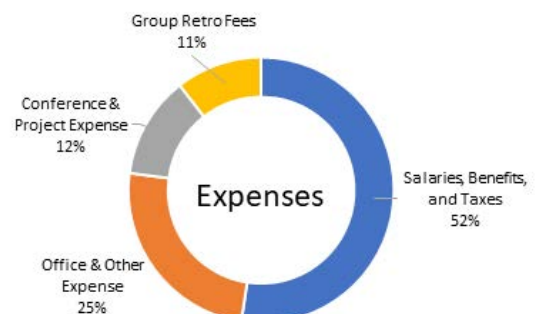
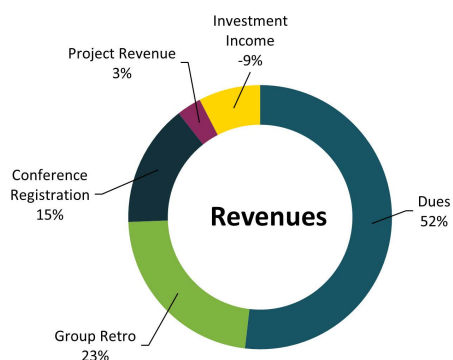
2022 FINANCIAL STATEMENTS

Statement of Financial Position

	2022	2021
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	\$ 474,496	\$ 756,747
Marketable securities	931,220	1,093,172
Accounts receivable	87,812	41,653
Prepaid expense	45,797	48,134
Group Retro - assets restricted as to use	3,574,455	2,848,587
Total Current Assets	5,113,780	4,788,293
FURNITURE AND EQUIPMENT, net	100,270	129,430
OTHER ASSETS	522,842	166,734
TOTAL ASSETS	5,736,892	5,084,457
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES		
Accounts payable	40,723	36,083
Passthrough grants held for others		16,510
Accrued salaries, payroll taxes and benefits	244,003	240,504
Deferred revenue	201,842	222,316
Current portion of operating lease liabilities	96,632	
Due to members - Group Retro Plan	3,574,455	2,846,412
Total Current Liabilities	4,157,655	3,361,825
LEASE LIABILITIES, NET OF CURRENT PORTION	361,094	
DEFERRED RENT		120,234
NET ASSETS		
Unrestricted net assets	1,218,143	1,602,398
TOTAL LIABILITIES AND NET ASSETS	\$ 5,736,892	\$ 5,084,457

Statement of Activities

	2022	2021
REVENUES		
Dues	\$ 1,002,737	\$ 1,021,349
Administrative income - Group Retro Plan	436,839	482,994
Conference revenues	289,894	177,414
Other	58,211	177,949
Interest and dividend income	32,134	32,145
Gain (loss) on investments	(178,712)	71,420
Total Revenues	1,641,103	1,963,271
EXPENSES		
Salaries, payroll taxes and benefits	1,061,357	1,009,230
Group Retro, directory and consulting fees	213,000	214,075
Conference expense	251,582	86,762
Services and professional fees	284,832	305,214
Office and other expense	108,362	106,446
Office rent	77,065	77,526
Depreciation	29,160	31,404
Total Expenses	2,025,358	1,830,657
CHANGE IN NET ASSETS	(384,255)	132,614
Net Assets at Beginning of Year	1,602,398	1,469,784
NET ASSETS AT END OF YEAR	\$ 1,218,143	\$ 1,602,398



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 (DSHS) 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.



LEGISLATIVE, REGULATORY COMPLIANCE

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	Respect and Generous Listening
Collaboration and Commitment	Trust Building
Responsiveness and Open Communication	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*

MOMENTUM

71st ANNUAL CONFERENCE & EXPO 2022 - The Davenport Grand Hotel

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



LeadingAge
Washington
ADVOCATE • EDUCATE • ENGAGE • INSPIRE

71ST ANNUAL CONFERENCE & EXPO
JUNE (13) 14-16, 2022
THE GRAND HOTEL
SPOKANE, WASHINGTON



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 PENALTY (CMP) FUND GRANT PROGRAM



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



TESTIMONIALS

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.

Cheney Care Center

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 conversation with a resident using it.

Martha and Mary

Using them during Cinema Club has been very successful. Being able to adjust them 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.

Christian Health Center

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.

Bayview

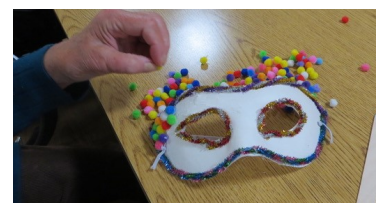
Silverkite Community Arts



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

Matrx 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

Sechrist 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

Violet

Viventium

Walker Consulting and Resources LLC

Walsh Construction Company

Washington Relay

Wattenbarger Architects

We R Tacoma - *Tacoma Rainiers*

WelcomeHome Software



COMMUNITY MEMBERS

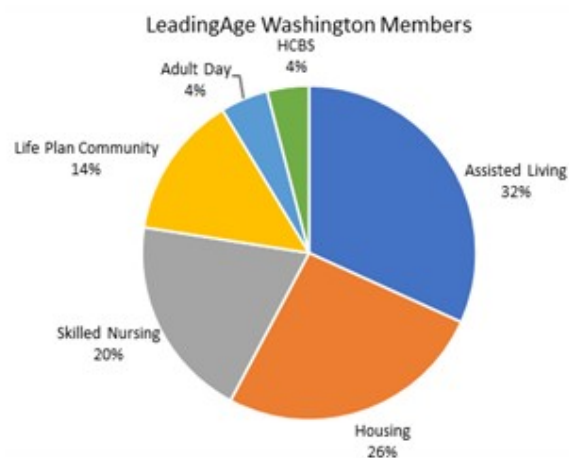
6th Avenue Senior Living, *Tacoma*
Adult Day Services of the Tri-Cities, *Kennewick*
Amber Hills Assisted Living, *Prosser*
Arlington Health and Rehabilitation, *Everett*
Arrowhead Gardens, *Seattle*
Ashley Pointe, *Lake Stevens*
Ashwood Court Apartments, *Bellevue*
Bailey Boushay House, *Seattle*
Bethany 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*
eliseo, *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 Scriber 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, *Poulsbo*
Mary Schwartz Summit - Kline Galland, *Seattle*
Marymount Manor, *Tacoma*

COMMUNITY MEMBERS

McKay Healthcare & Rehab Center, *Soap Lake*
 Mirabella, *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*
 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*
 Wesley at Tehaleh, *Bonnie Lake*
 Wesley Bradley Park, *Puyallup*
 Wesley Des Moines, *Des Moines*
 Wesley Lea Hill, *Auburn*
 Willamette Court, *Federal Way*



BOARD OF DIRECTORS

Lynette Ladenburg	Martha and Mary	Chair
Grant Linacre	Emerald Heights	Chair-Elect
Glen Melin	Martha and Mary	Immediate Past Chair
Charles "Bill" Strader	Panorama	Secretary
David Hoffman	eliseo	Treasurer
Dave Foltz	Fred Lind Manor	Class of 2023
Heather Lewis	Christian Health Care Center	Class of 2023
Colleen Wojciechowski	Wesley Des Moines	Class of 2023
Gary Dewhirst	Warm Beach Senior Community	Class of 2024
Jim Maxwell	Rockwood Retirement Communities	Class of 2024
Dianna Reely	Providence Health & Services	Class of 2024
Jen Drake V2	Cascade Park Communities	Class of 2024
Erica Gaertner	McKay Healthcare and Rehab	Class of 2025
Katie Houck	Heron's Key at Gig Harbor	Class of 2025
Chuck Archer	LRS Architects	Strategic Appointment
Donald J. Smith, Jr.	Workforce Training & Education	Strategic Appointment
	Coordinating Board	

EXECUTIVE COMMITTEE

Lynette Ladenburg	Martha and Mary	Chair
Grant Linacre	Emerald Heights	Chair-Elect
Glen Melin	Martha and Mary	Immediate Past Chair
Charles "Bill" Strader	Panorama	Secretary
David Hoffman	eliseo	Treasurer
Colleen Wojciechowski	Wesley Des Moines	Director-at-Large

GOVERNANCE COMMITTEE

Glen Melin	Martha and Mary	Governance Chair
Alex Candalla	Wesley Des Moines	Class of 2023
Karmen Hudson	Judson Park	Class of 2023
Chad Solvie	Cascade Park Communities	Class of 2023
Lauri Warfield-Larson	Horizon House	Class of 2023
Min An	Kline Galland	Class of 2024
Tim Graves	CRISTA Senior Living	Class of 2024
Torsten Hirche	Transforming Age	Class of 2024

COMMITTEE CHAIRS

Lynette Ladenburg	Martha and Mary	Executive
David Hoffman	eliseo	Finance/Audit
Glen Melin	Martha and Mary	Governance

CABINET CHAIRS

Stacy Christ	Full Life Care	Adult Day
Carol Foltz	Judson Park	Assisted Living
R. Kevin McFeely	eliseo	Life Plan Community
Tonya Myers	Christian Health Care Center	Nursing Home

STATE TOWN HALL CONVENER

Jen Drake V2	Cascade Park Communities
--------------	--------------------------



Deb Murphy
President/Chief Executive Officer



David Carter
Director Health Care Finance and Policy



Lauren Emery
Business Manager

LEADINGAGE WASHINGTON STAFF



Laura Hofmann

Director of Clinical & Nursing Facility Regulatory Services



Cassi Meritt

Director of Member Data & Business Services



Alyssa Odegard

Vice President Public Policy



Pat Sylvia

Director of Education & Member Development



LeadingAge[®]
Washington

ADVOCATE • EDUCATE • ENGAGE • INSPIRE

www.LeadngAgeWa.org
(253) 942-8870

**1102 Broadway, Suite 201
Tacoma, WA 98402**