



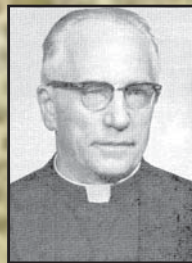
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Look Back to Move Ahead

2008-2009 Annual Report

Wisconsin Association of Homes and Services for the Aging

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Leadership Report

The competitive edge. Sports figures work for it. Coaches yearn for it. Businesses seek it. Nations build their defenses around it. The competitive edge can make or break nations, industries, and individuals. Given its ultimate power, what is the role of the competitive edge in long term care and senior housing?

Interesting question, especially given the Wikipedia definition of competition: "A combat between individuals or groups for territory, a niche, or allocation of resources. It arises whenever two or more parties strive for a goal which cannot be shared."

Therein lies the simple fact underlying the unquenchable desire for success that has driven the Wisconsin Association of Homes and Services for the Aging (WAHSA) since its inception. At their first meeting back in 1959, the founding members of WAHSA realized there is no room for competition in our mission to care. We share the common goal to provide quality services, quality care, and quality of life for seniors and for individuals with a disability. Our founding members realized we do, indeed, need to fight for our rightful allocation of scarce resources to help us to pursue our mission to care, but we cannot fight with one another; rather, we must fight for one another. The spirit of WAHSA is built upon the concept of collaboration, not competition, and that is what sets us apart from others.

Each of us can expound on the realities that face us today – the economy

is unstable, government is challenged, regulations are stringent, the public is critical, the residents/clients are frail, the workers are overwhelmed. Reality, however, is a matter of perspective. Isn't it true that a sense of urgency and purpose is good for any organization and, perhaps, even necessary for an organization such as WAHSA? We certainly can agree that common concerns bring us closer to our mission, drive innovation, propel quality improvement, force us to be even more creative than we thought possible, and ignite the passion to move forward.

While we might think current times are difficult, and indeed they are, we still can learn from our past to help us journey into our future. Think about the people who walked the hallways of our facilities before us. Think about those first organizational meetings of WAHSA. Imagine the struggles back in 1959. There wasn't a computer on every desk. The Internet did not exist. E-mail, cell phones, and wireless call systems were science fiction fantasies at best. The health care professionals back then did not twitter, text, or blog. The technological, medical, and health care practice of 50 years ago at best could be considered rudimentary by our standards today. Fifty years ago, the long term care professionals were challenged at least as much as we are challenged today, but the word "burn-out" had not yet been coined, so aroma therapy, massage therapy, wellness spas, and health clubs were not viable solutions. Despite all this, the health professionals prevailed, the long term care delivery systems grew and pros-

pered, and WAHSA was born. How did they do it? Simply stated, they utilized the best tools they had -- hard work, tenacity, compassion, foresight, and cooperation.

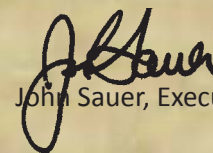
We need look no further than our past to see the road we must travel into the future. Yesterday, our founding members paved the way for us and established an association to guide our professional efforts. Today, WAHSA members care for many of these founding members while we work to build our desired long term care and senior housing, support, and services system of the future. Tomorrow, a new generation of professionals will care for us while they carry WAHSA and its members to unprecedented destinations. And the journey will continue.

Keen competition will help an individual to reach the end. Our mission, however, is not an end; it is a journey. While competition is a means to an end, collaboration is the continuing step of our new beginning. As we move into a new fiscal year, we applaud you for the many ways you collaborate, we congratulate you for pursuing new beginnings, and we celebrate the reality that you are the journey of WAHSA.

Respectfully submitted,



Craig Ubbelohde, President



John Sauer, Executive Director

From Reflections to Projections

Public policy should be viewed as a contact sport: the more people who contact their elected representatives in pursuit of new policy initiatives or the modification of current policies, the greater the possibility those initiatives and modifications will be discussed and eventually even adopted. A review of WAHSA's public policy activities in 2008-09 clearly illustrates that members and staff don't shy away from contact sports.

Driving State Budget Deliberations

Every two years, the Governor and the Legislature develop, amend, and ultimately adopt a spending blueprint for state agencies and programs otherwise known as the State budget. For many long term care providers, the decisions those elected officials make in putting together a biennial budget will dictate what services they will be able to provide and how for the next two years and beyond. That spending blueprint for 2009-11 is 2009 Assembly Bill 75. WAHSA prepared a detailed analysis of AB 75, focusing on the bill's proposed doubling of the nursing home bed tax to fund a 2% MA rate increase for nursing facilities. In anticipation of the introduction of the 2009-11 budget bill, WAHSA developed a fact sheet, *Medicaid Underpayment for Resident Care*, which among other items included the Medicaid deficits for the nursing homes of each State legislator. Both documents were shared with WAHSA members, legislators, and the Legislative Fiscal Bureau and were the focus of legislative discussions when members visited the State Capitol in February as part of the 2009 WAHSA Public Policy Forum. As the Legislature's Joint Committee on Finance deliberates on the 2009-11 budget bill, WAHSA members continue to advocate for positions on AB 75 recommended by the Legislative and Long Term Care Reimbursement Committees and approved by the

Board of Directors that include support for a 3% MA rate increase for nursing homes funded by state tax dollars rather than a bed tax increase, opposition to a proposed 27% increase in assisted living licensure fees, and support for additional supplemental payments to county and municipally-operated nursing homes.

Negotiating the Payment Formula

Once the Legislature passes a biennial budget and the Governor signs the bill into law, the task of distributing the Medicaid funds appropriated in the budget bill is a function of the nursing home payment formula, which is negotiated by the Department of Health Services with the LTC associations and representatives of organized labor. The final 2008-09 nursing home payment formula, which WAHSA helped negotiate, evenly distributed a 5% MA rate increase, allowed for capital improvements/renovations, and protected against funding cuts. As part of those negotiations, WAHSA provided detailed information on Medicaid labor regions, capital payments for "home-like environments," and bariatric nursing home care. After the conclusion of the formula negotiations, WAHSA advanced a policy agenda for the 2009-11 budget which called for higher direct care allowances based on staffing levels, fuel and utilities increases, and increased funding for support services and capital improvements.

Protecting Tax Exemptions

It seems that no legislative session is complete without a debate on property tax exemptions for residential housing, and 2008-09 proved to be no different. A provision similar to 2007 Senate Bill 403, which would have permitted low-income housing providers to expand the use of their rental incomes, was included in March 2008 Special

Session Assembly Bill 1, the budget adjustment bill. Because many WAHSA housing members would not meet the provision's narrow definition of "low-income housing," WAHSA sought a gubernatorial veto of this "rent use" proposal. On May 16, 2008, Governor Doyle signed the budget adjustment bill into law as 2007 Wisconsin Act 226, but not before he vetoed the low-income housing "rent use" provision. Prior to the beginning of the 2009-11 legislative session, WAHSA met with representatives of various low-income housing groups, as well as with the Governor's staff and numerous legislators, in hopes of developing consensus "rent use" legislation. Although a true consensus has yet to be reached, WAHSA was successful in keeping a SB 403-type provision out of the State economic stimulus bill, which was introduced and adopted in February 2009. In addition, WAHSA worked with three Senate Democrats in developing a legislative proposal (LRB-1318/1) which would eliminate the "rent use" limitations for all residential housing providers. WAHSA continues to pursue a broad "rent use" legislative fix in the 2009-11 legislative session.

Preparing for Managed Care

Wisconsin continues to expand its long term care managed care program, Family Care, while WAHSA seeks to ensure that the program's operation is in the best interest of its members and those they serve. WAHSA spent considerable time addressing member concerns with the Family Care program in general and the operations of the Family Care Managed Care Organizations (MCO) specifically. Among the issues addressed by WAHSA were civil rights compliance, reimbursement, care management, and communications. WAHSA spearheaded efforts to move to a RUGs-based payment system for Family Care enrollees in nurs-

ing homes, substantially increasing payments to many facilities. WAHSA successfully pressured the DHS to force the Milwaukee County MCO to rescind provider rate cuts it had imposed in November and December of 2008. In response to member concerns with various MCO provider contracts, WAHSA contracted with the law firm of Reinhart Boerner Van Deuren to produce a MCO contracting toolkit for members, as well as provide guidance on whether certain MCO contract provisions were negotiable. This toolkit also was shared with the DHS and the Family Care MCOs and has proven to be a valuable negotiating tool. The WAHSA Long Term Care Managed Care Committee continued to meet throughout the year in an effort to address ongoing managed care issues. Those meetings included DHS staff and successfully opened a dialog between WAHSA providers and the State on managed care issues and the Family Care program. *e-News* routinely provides WAHSA members with updates on Family Care rate increases, annual expenditures, and utilization. WAHSA continues to fight for transparency in the Family Care program and has initiated talks with the MCOs in hopes of undertaking more collaborative activities.

Interpreting Rules and Regulations

The Legislature makes the law; state agencies implement and enforce the law. The same holds true at the federal level, where Congress makes the law and federal agencies impose and enforce it. WAHSA continued to expend considerable time and resources on regulatory matters. WAHSA and its members provided significant input in the re-writing of DHS 83, the CBRF rule, which finally went into effect on April 1, 2009. WAHSA also remains active in the DHS Assisted Living Forum, which meets bimonthly to discuss assisted living regulatory issues. WAHSA organized and facilitated the Division of Quality Assurance (DQA)-Provider Relationships Workgroup, which seeks to

improve communication and behavior during the nursing home survey process. In that regard, WAHSA authored a draft document on survey protocol that currently is under DQA review. At the federal level, WAHSA undertook a major effort to ensure members were prepared for the December 2008 release of the Centers for Medicare and Medicaid Services (CMS) Nursing Home 5-Star Rating System. When members expressed unhappiness with the roll-out of the program and dissatisfaction with many of its operational components, WAHSA took those complaints to the office of U.S. Senator Herb Kohl (D-WI), the chair of the Senate Special Committee on Aging. After a teleconference to discuss those concerns with WAHSA members and members of Senator Kohl's staff, WAHSA agreed to ghost-write a letter to CMS seeking clarifications and programmatic changes to the 5-Star rating system. In addition, WAHSA posted updated material on the 5-Star system on our web site and published data on the systems higher ratings of not-for-profit and governmental nursing homes. Where members identified inaccuracies in the CMS findings, WAHSA sought the requested changes. In another regulatory response, WAHSA alerted members to OSHA's new emphasis on organizations with high injury and illness rates and helped members access free consultation services.

Nurturing Partnerships

The WAHSA partnership with its national affiliate, the American Association of Homes and Services for the Aging (AAHSA), continued strong in 2008-09. WAHSA met with DHS Secretary Karen Timberlake and representatives of the Governor's office to discuss the unsustainability of the Medicaid program and the AAHSA LTC Financing Solution as a viable alternative. The LTC Financial Solution was the primary topic of the August 2008 WAHSA Board meeting and several WAHSA Board members attended a December 2008 training program in Washington, D.C. on

the AAHSA LTC Financing Solution. In addition, WAHSA widely disseminated AAHSA's *Broken Beyond Repair* report on the nursing home survey, certification and enforcement system. Among those to receive the report from WAHSA: the Wisconsin Department of Health Services, which reviewed the report and briefed Secretary Timberlake on its findings and conclusions.

Telling Our Story

The success of public policy advocacy efforts often times comes down to this: Who has the best story to tell and who tells their story best? In that regard, WAHSA undertook several public relations campaigns to help members better tell their stories. WAHSA joined with other health care associations to contract for a nursing home economic impact report produced by NorthStar Economics, Inc., a Wisconsin-based economic development and research firm. The study found that Wisconsin nursing homes account for almost \$5.2 billion in economic activity in this State. WAHSA worked with other members of the Wisconsin LTC Workforce Alliance to produce direct caregiver promotional materials and to raise funds for the distribution of posters and the purchase of radio ads throughout the State. WAHSA prepared its members for the July 2008 Milwaukee Journal Sentinel series which focused on poor quality of care in some Wisconsin nursing homes. That preparation began months before the series ran and most likely played a role in minimizing the negative fallout from the articles. A WAHSA "Letter to the Editor" which ran the same day as the first article in the three-day series focused on the need for nursing home reform and may have "taken some of the steam" out of some of the horrific anecdotes in the series.

For several years, WAHSA has been discussing and deliberating the best course of action to ensure WAHSA'S successful journey into the future. Within the past twelve months, your

association activated an ambitious plan to implement a number of futuristic objectives while working tirelessly to serve your needs and represent your interests related to your current issues and concerns.

Upholding Traditional Programs

Ongoing quality education for long term care and senior housing professionals always has been one of WAHSA's core services, and the educational offerings of the past year certainly upheld our standards. Through the efforts of the Program Committee, the association built, strengthened, and enhanced its traditional conferences and seminars.

- Reflective of WAHSA's growth in senior housing, the association hosted its first senior housing conference in 2008. *Possibilities Are Endless* provided the opportunity for members to explore design, technology, wellness programs, clinical issues, regulations, managed care, and surveys as they impact and influence assisted living and independent living providers in Wisconsin.
- From many different perspectives, WAHSA's 2008 Fall Conference was one of the most successful educational offerings in WAHSA's history. That conference, *Reach Wider; Grow Deeper*, focused on a variety of timely topics, including personal accountability, going green, diversity in the workforce, succession planning, evidence-based nursing, technology, and ethics.
- The 2008 Reimbursement Seminar not only provided members with an update on the nursing home reimbursement formula, it also addressed how to manage the case mix index for Medicaid and Medicare reimbursement.
- WAHSA initiated a total make-over for the annual Public Policy Seminar and featured interactive

discussion forums between members and key officials such as Otis Woods, Administrator of the Division of Quality Assurance; Kevin Coughlin, Director of the DQA Bureau of Assisted Living; and Rea Holmes, Executive Assistant with the Department of Health Services. The seminar went on to address issues such as the members' role in advocacy, the unsustainability of Medicaid, the realities of Family Care, and the significant changes we can expect from the Obama administration.

- The 2009 Spring Conference was planned as a one-stop shop regarding *The 38 Things You Absolutely Need to Know Right Now about Long Term Care & Senior Housing*. This spring conference featured sessions on the future of the senior living environment, the impact of the economic downturn, the Five-Star nursing home rating system, clinical issues, managed care realities, leadership initiatives, wellness programs, governance trends, and finance. The conference also incorporated a hands-on technology boot camp as a preconference intensive educational session.

These traditional programs were only the beginning of the educational offerings WAHSA provided members in 2008-2009.

Pursuing Technology-Based Training

Recognizing members are increasingly challenged to provide quality educational programming for their employees given current time and budget constraints, WAHSA pursued the new goal of taking our educational offerings to the members. This new initiative led the association to partner with the American Association of Homes and Services for the Aging, several of our sister associations across the country, Maun-Lemke, and Digi Systems to develop the Internet Healthcare Network/Professional Development

Network (IHN/PDN) Distance Learning Series. Through this new educational forum, WAHSA began providing a multitude of quality online educational offerings for long term care and senior housing professionals. In addition to the online courses available through IHN/PDN, in 2009, WAHSA also began planning, developing, coordinating, and hosting a number of webinars. The first such webinar, focused on the new dietary F-tags, drew 140 participating organizations and confirmed the need to continue easily accessible programs. WAHSA developed two additional webinars during the fiscal year, one addressing the case mix index and another to address the concerns related to infection control.

While the Internet allowed the association to expand its educational offerings for members, there was another area of technology that WAHSA pursued as yet another educational vehicle – DVD-based training. WAHSA currently is developing a DVD that members will utilize to train new and current employees on the value and role of the direct care worker in today's health care environment. This training program highlights person-centered care, but the overall purpose of the program is to stress the vital importance of competent, caring, dedicated direct care workers. WAHSA also is working to develop a DVD-based training program for managers of residential care apartment complexes (RCACs) and community based residential facilities (CBRFs).

Initiating Fund Raising Activities

Recognizing the strain of the current economy, the association empathized with members who want quality educational training for their employees but who cannot always afford such training. WAHSA began fund raising activities for the Research & Education (R&E) Corporation to help underwrite the expense of developing quality training for member employees to keep the costs for members as low as possible.

Expanding Assisted Living Services

WAHSA's Senior Housing Network continued to grow throughout the year and came together in October 2008 for the annual planning meeting. The discussions at that meeting led to a number of new services for assisted living and senior housing providers. Having already developed eight quality initiatives, primarily focused on clinical issues, the RCAC Quality Improvement Task Force developed a quality initiative focusing on quality of life. By January 2009, WAHSA had recruited 72 percent of WAHSA member RCACs into the association's Quality Improvement Network.

With the rewriting of DHS 83, the association scheduled a special meeting designed to help CBRF members understand and implement the new regulatory changes. In the ongoing quest to uphold the quality of all WAHSA members, the association initiated plans to develop the CBRF Quality Improvement Network and will begin developing quality initiatives to guide the efforts of member community based residential care facilities.

Recognizing quality outcomes only can be achieved with quality care providers, WAHSA developed its first training module for assisted living employees. This training module, available online for all WAHSA members, includes a course outline, trainer's notes, PowerPoint presentation, reference guide, posttest, and a certificate of completion focused on *The Purpose and Philosophy of Assisted Living*. WAHSA currently is working on the second training module for assisted living employees, which will be a *Resident Assistant Training Guide*.

Building Independent Living Resources

The independent living segment of WAHSA's Senior Housing Network focused its efforts on the continued development of the Independent Living Facility Resource Clearinghouse. This

clearinghouse now is a collaborative effort of four states (Wisconsin, Illinois, Michigan, and Ohio). The Resource Clearinghouse Task Force conducted a survey of independent living providers to determine the impact of the recent economic downturn. The results of that survey are posted to the clearinghouse web site. As the clearinghouse continues to grow, members will have access not only to policies and procedures, best practices, and effective guidelines, but also mission statements, marketing materials, and green initiatives.

Expanding Clinical Services

The advent of the 5-Star Rating System for nursing homes and the heightened scrutiny resulting from the survey process was an ongoing reminder that the association can never lose sight of the members' need for top-notch clinical services. Accordingly, WAHSA grew the association's web site to address frequently asked questions (FAQs) related to clinical issues, F-tags, Medicare and Medicaid, rules and regulations, MDS 3.0, and many other clinical issues, and we began providing articles in *e-News* to address specific clinical topics. As plans continue to develop, WAHSA will provide mentoring opportunities for individuals who pursue the association's new assisted living certified managers program. In addition, WAHSA soon will be offering a clinical hotline to respond to member questions and concerns, formalized MDS networking, and a variety of venues of training and learning related to MDS 3.0 as the implementation date approaches.

Developing Trends and Technology

Any detailed account focusing on WAHSA's plan to grow into the future would not be complete without a look at WAHSA's work throughout the past twelve months in the area of technology. WAHSA formed the Trends and Technology Task Force to lead the way in this ever-changing arena. After surveying the membership, the association published a detailed resource

guide about members' experience and recommendations related to electronic patient records, wireless communication devices, and technology-based staff training. The task force now is working to form a technology steering committee and a technology network to better address the needs of the association and its members in this fast-paced environment.

Recognizing Excellence

Further recognizing the need for change, the association revised the annual awards program and introduced a true person-centered recognition program. This year, the association took its award and recognition program to the community of our award winners. On April 30, 2009, the Awards Committee traveled to Sunny Ridge in Sheboygan to honor Beverly Steffen as WAHSA's 2009 Volunteer of the Year. Then, on May 1, 2009, the committee went to LindenGrove in Waukesha to recognize Jill Brown as WAHSA's 2009 Employee of the Year. The Awards Committee readily acknowledged WAHSA would not be all it is today without the dedication, perseverance, and hard work of the pioneers of WAHSA. Accordingly, the committee inducted the founding members and first five presidents of WAHSA into the association's Hall of Fame.

Celebrating You

All in all, the past twelve months have been challenging, exciting, exhilarating, eventful, rewarding, and successful. As an association, we have accomplished so much. These events not only are for you, but because of you. Your efforts are instrumental in shaping the ongoing success and future direction of this association. You are the future of WAHSA and, together, we look forward to continuing our journey.

Wisconsin Association of Homes and Services For The Aging
Income Statement - Projected
Twelve Months Ending June 30, 2009

	<u>Projected</u> <u>6/30/2009</u>	<u>2008/09</u> <u>Budget</u>	<u>Variance</u>	<u>Proposed</u> <u>2009/10</u> <u>Budget</u>
Member Dues	\$ 638,000	\$ 640,400	\$ (2,400)	\$ 661,400
Associate Dues	49,000	42,000	7,000	51,000
AAHSA Dues	40,100	39,000	1,100	40,100
Investment Income	30,000	42,000	(12,000)	26,000
Conferences/Seminars	375,800	352,500	23,300	395,200
Surveys/EO	4,000	4,000	-	4,000
Member Services	11,600	10,000	1,600	91,000
Miscellaneous	3,000	4,000	(1,000)	3,000
Total Revenue	<u>\$ 1,151,500</u>	<u>\$ 1,133,900</u>	<u>\$ 17,600</u>	<u>\$ 1,271,700</u>
Salaries/Insurance/Temp.	\$ 591,500	\$ 591,000	\$ (500)	\$ 637,000
Payroll Taxes	38,100	37,200	(900)	40,000
Employee Pension	27,300	27,100	(200)	29,100
Staff Travel	19,000	19,000	-	19,500
Professional Development	1,300	2,000	700	1,500
Board/Committee	20,000	20,000	-	20,000
Insurance/Taxes	6,000	6,900	900	6,400
Telephone	7,200	7,500	300	7,500
Copier	15,100	18,300	3,200	15,500
Postage	7,000	8,000	1,000	7,000
Computer Expense	2,600	2,500	(100)	2,500
Printing	2,500	4,000	1,500	3,000
Supplies/Sub./Memberships	6,500	7,100	600	5,600
Conferences/Seminars	255,200	250,000	(5,200)	280,000
Legal Counsel	22,200	23,400	1,200	23,400
Audit	6,100	6,100	-	6,100
Bank Expense/Misc.	1,100	2,400	1,300	1,200
Data Base	2,500	5,000	2,500	3,000
Member Services	13,800	6,700	(7,100)	76,700
Depreciation	25,500	26,000	500	26,000
Office Building	23,500	23,000	(500)	23,500
Strategic Development	34,000	38,000	4,000	35,000
Total Operating Expenses	<u>\$ 1,128,000</u>	<u>\$ 1,131,200</u>	<u>\$ 3,200</u>	<u>\$ 1,269,500</u>
Net Revenue/Expenses	<u>\$ 23,500</u>	<u>\$ 2,700</u>	<u>\$ 20,800</u>	<u>\$ 2,200</u>
Gain(Loss) Investments-Mkt. Value	<u>(95,000)</u>	<u>-</u>	<u>(95,000)</u>	<u>-</u>
Adjusted Net Income (Loss)	<u>(71,500)</u>	<u>\$ 2,700</u>	<u>\$ (74,200)</u>	<u>\$ 2,200</u>

WAHSA Leadership

2008-2009

Executive Committee

** Denotes AAHSA Delegate*

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Craig Ubbelohde
Lutheran Homes of Oshkosh
Oshkosh

President Elect
Lynn Binnie*
Fairhaven Corporation
Whitewater

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2008-2009

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East Castle Place
Milwaukee

Fran Petrick
Brookside Care Center
Kenosha

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Todd Wilson*
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Baldwin

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Cedar Crest
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2008-2009

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