

LeadingAge™

Wisconsin

Better Services for Better Aging

2014-2015 Annual Report

be the

Voice **ICE**

of change

of leadership

of impact

for the **AGING**
GENERATION



Change



LeadingAge Wisconsin strives to follow a visionary strategy to assist members in developing their futures. Driving this initiative is the certainty that the future will bring change. It is the responsibility of the association to track the trends, inform the members and, as much as possible, shape the changing future for the benefit of LeadingAge Wisconsin members and those they serve. To that end, throughout the past year, the association aggressively led the membership on generative discussions focusing on big picture scenarios and complex issues such as contracting perspectives, facility right-sizing and collaborations, the future of financing options, regulatory reform, strategic missions and partnerships, changing payments systems, integration of care, alliances and coops, hospital and health system plans, quality metrics, and workforce issues.

As LeadingAge Wisconsin strives to be the voice of change for member organizations, we also work to ensure the leadership of our member organizations has the information, resources, and analysis to drive the strategic decisions for their organizations. LeadingAge Wisconsin successfully secured a sponsor for the CEO Network, making it possible for the association to offer these network meetings at no cost to members. Recently, this CEO Network engaged members in conversations with Epic about Epic's mission to include long-term care and integration within the care continuum. Other meetings throughout the year focused on the competitive marketplace, free-standing versus affiliation, promoting an engaged workforce, strategic planning, organizational vision, changing payment and delivery systems, bundled payments, partnerships, and acquisitions.

Fiscal Year 2014-2015 was a pivotal year for LeadingAge Wisconsin in that we ramped up a line of services enabling us to help members analyze the trends shaping long-term services and support systems. We engaged members in strategic and generative discussions that are beginning to shape the future.

Advocacy



One of the core functions of LeadingAge Wisconsin is to be the voice of members on advocacy issues that impact members and the individuals they serve. When the state released its plans for the 2014-15 Payment Formula, LeadingAge Wisconsin successfully advocated for distribution of the 2% funding increase in a manner that allocated the majority of available dollars for direct nursing care and protected direct care nursing from a funding loss as a result of the change in the Medicaid quarterly case mix index. The association also ensured a reasonable distribution of dollars was allocated to provide funding for support services.

Throughout the budget deliberations, LeadingAge Wisconsin spoke out on members' behalf on Medicaid and Family Care funding and program changes. We developed a comprehensive Family Care survey on rates and contract negotiations to help make our case for provider rate adjustments, and we provided a day-after overview for members of the key provisions of the 2015-17 state budget bill. Association staff and leadership not only worked to advance our budget positions, but also to gain understanding of the sweeping changes included in the budget bill. LeadingAge Wisconsin is the source for updated Medicaid nursing facility losses (\$329 million) and the estimated negative impact of the Governor's decision not to fund acuity increases (rate cuts).

LeadingAge Wisconsin successfully lobbied the DHS Division of Quality Assurance to expand the states that were deemed to comply with the work experience reciprocity provisions in 2013 Wisconsin Act 357, the CNA "bridge" training law, to include Michigan, Minnesota, and Iowa, while still working on Illinois.

LeadingAge also represented member interests on issues relating to CPR-trained staff, DQA exit surveys, assisted living regulatory creep, Family Care rates, Managed Care Organization oversight, regulatory reform, ventilator rates, ICF-ID rates, cost reports, and Medicare rates.

Reason



LeadingAge Wisconsin works tirelessly to help members successfully operate within changing delivery and payment systems. At the same time, we strive to be the voice of reason with the many stakeholders who work to shape the future of health care from their respective viewpoints and based on their own perceptions. We continue to advocate for payment systems that reward quality, to explore new revenue producing opportunities, and to push for a regulatory system that is rational, reasonable, and affordable.

LeadingAge Wisconsin formed the Managed Care Advisory Committee to assist members with managed care issues. This committee pursued a request for proposals seeking the following information: (1) Environmental assessment/data on local managed care markets, (2) Pay-for-Performance (P4P) metrics and indicators; and (3) Strategies to help members individually or collectively thrive in managed care/P4P systems.

LeadingAge Wisconsin provided comments to the DHS on the "home-like settings" requirements in the federal Home- and Community-Based Medicaid Waiver rule and on the draft "Five Year Transition Plan" and "Residential Provider Self-Assessment Tool" developed by the DHS as part of the effort to ensure LeadingAge Wisconsin members remain eligible for Medicaid waiver funding.

LeadingAge Wisconsin continues to advise members on renovation and replacement options and on requirements related to reducing licensed bed capacity and restricted use beds. The Association remains the central force pushing DHS to improve the Property Modernization program involving facility replacements and renovations.

We continue to advocate for the LeadingAge Wisconsin-developed federal nursing home regulatory reform provisions. This proposal would allow survey pilots, eliminate the CNA training termination penalty, and create an IOM study of the current regulatory system.

Leadership



LeadingAge Wisconsin is working to cultivate and grow the talent and leadership necessary to ensure the future success of our member organizations. We have aligned ourselves with universities, colleges and preceptor/intern programs; we engage members in succession planning; we are working to develop the management skills of middle managers; and we are creating formal and informal mentorship/professional experience-sharing opportunities.

This year, LeadingAge Wisconsin launched I-LEAD, an engaging growth and development experience resulting in self-awareness, peer networking, and a discovery of new practices designed to inspire and motivate. Sixteen fellows were selected to venture on the maiden voyage of this new leadership academy. The fellows are pursuing an introspective journey focusing on the themes of Learn, Empower, Achieve, and Deliver.

Based on the success of our first year of DON ELITE, LeadingAge Wisconsin continued the program into its second year. Combining the formats of webinar and networking, this year the participants focused on topics such as infection control; dementia and person-centered care; falls, accidents and QAPI; and utilizing EHR for 21st Century leadership. The 2014 Fall Conference also featured educational sessions on building effective leadership skills for the DON of the future.

The popularity of the Business Office Chats is 59 organizations strong in its third running year. Discussions this year focused on Medicare A in the SNF, Medicare B in the SNF, and Medicare Advantage/Medicaid in the SNF.

LeadingAge Wisconsin introduced HR Chats this year. Fifty-two organizations are engaging in the webinar/networking forums which are addressing issues such as new recruiting techniques designed for a mobile society, new-world compensation systems, and successful succession planning.

Education



Throughout the year, LeadingAge Wisconsin hosted educational offerings which engaged members in high-level discussions that took them beyond the day-to-day operations of the organization and into the realm of possibilities of the future. Members had opportunities to learn about: Developing business partnerships between health care systems; the evolving integration of acute and post-acute care and the emerging merging of the sectors; the implications of changing payment system; what long-term care providers can do to make themselves more attractive in developing partnerships; the goals underlying the creation of expanded networks of hospitals and systems; successful strategies for building a strong long-term care campus; the impact of ACOs and Medicare Advantage Plans on long-term care organizations and those they serve; building an engaged board/CEO relationship; and legal and contractual ins and outs of Medicare Advantage plans.

The 2014 Fall Conference featured the largest tradeshow in the association's history, a record level of sponsorships, three pre-conference seminars, and 38 conference sessions. The keynote was delivered by a 15-year old girl and the closing general sessions was delivered by a panel of residents from LeadingAge Wisconsin members, spotlighting the benefits of risk-taking.

The 2015 Spring Conference featured 44 educational sessions on issues such as new approaches to dementia care, care transitions, reducing the incidence of falls, pharmacy challenges, measuring the quality of life, customer service standards, and recruiting and retaining outstanding employees.

In addition to the conferences, LeadingAge Wisconsin developed a systematic series of training programs to prepare members for the implementation of ICD-10, hosted the annual Reimbursement Seminar, and carried the Association's policy positions to the State Capitol during the 2015 Winter Symposium.

Networking



The LeadingAge Wisconsin commitment to quality throughout our member organizations is integrated into the very fabric of this association. We fully believe our members represent the best of the best in long-term care, assisted living, and senior housing, and we have mastered the art of members helping members. The Association moves forward with the understanding that no long-term care, assisted living, or senior housing organization that is dedicated and committed to quality will be left behind. Nowhere is this spirit of camaraderie and collaboration more evident than in the strength of our many professional networks.

Currently, the Assisted Living Quality Improvement Network is 160 organizations strong. This year, LeadingAge Wisconsin hosted five network meetings for managers, four network meetings for nurses, and one meeting each for dietary professionals, activity professionals, and environmental professionals. In the past twelve months, LeadingAge Wisconsin introduced comprehensive quality initiatives on infection control for both RCACs and CBRFs. The association initiated a new effort to help assisted living members incorporate the Interact II tools, and work has begun on developing new training programs on dementia care.

The MDS Innovation Team currently engages 99 members in more than 20 meetings annually. Facilitated by the LeadingAge Wisconsin clinical consultant, these meetings provide expert guidance, best practices, working solutions, and peer-to-peer support for those individuals who carry the responsibility for guiding member organizations through all matters relating to the successful management of the minimum data set.

LeadingAge Wisconsin also hosts network meetings for member CEOs, campus administrators, HR directors, DONs, business office professionals, senior housing professionals, finance directors, social service professionals, and marketing directors.

Impact



LeadingAge Wisconsin has a reputation for quality and a tradition of excellence. The association has a visionary focus, the staff maintains an ambitious work plan, and those we serve are united in the spirit of collaboration. We are big on results, and we have a repertoire of success stories demonstrating our proven ability to make an impact.

LeadingAge Wisconsin has 159 assisted living communities participating in the Wisconsin Coalition for Collaborative Excellence in Assisted Living (WCCEAL). This year, WCCEAL put new systems in place to define WCCEAL membership status and to ensure member participation in the outcome reports and the customer satisfaction surveys. As the new systems went into effect, LeadingAge Wisconsin achieved 100 percent participation. The outcome reports provide the data showing LeadingAge Wisconsin members and subscribers are outperforming other WCCEAL participants in customer satisfaction and in most of the measured outcomes.

LeadingAge Wisconsin received funding from Value First to hire an experienced professional as Director of Business Development. In the second half of the fiscal year, nearly 25 member organizations received an onsite site visit and 50 cost studies (food, medical supplies, office supplies or cleaning supplies) have been completed with a 75% success rate.

The Safe Resident Assistance Program, funded by West Bend Insurance Charitable Fund, provided the opportunity for six member organizations to receive grants totaling \$25,000 to purchase resident lift equipment.

Over 100 members participated in the annual wage and benefit survey which included data on added positions.

Through our collection and analysis of nursing home cost data, LeadingAge Wisconsin is able to provide members with nursing home and statewide median reports covering nursing positions, wage and benefits, payor mix, labor regions, and operating costs.

Community



LeadingAge Wisconsin embraces the sense of community for the consumer regardless of the place, setting, or venue of care and services. Our goal is to keep individuals meaningfully involved, to promote positive aging, to educate about the aging process, and to build respect and dignity for those served by our members.

LeadingAge Wisconsin hosted the premiere showing of *I'll Be Me* (the documentary of Glen Campbell's journey with Alzheimer's disease), in Brookfield. This event was attended by nearly 250 people, including representatives of DHS, the Alzheimer's Association, media, medical providers, and academia. A high ranking DHS official wrote, "I learned more about Alzheimer's Disease in those few hours than I had in all of my experiences leading up to last night. It was both a great tribute to a great man and an incredibly powerful and poignant tool to increase awareness of Alzheimer's disease."

LeadingAge Wisconsin invited members to submit videos depicting the theme *Aging Unleashed*. Members showcased residents engaged in the ice bucket challenge, attending baseball games, gardening, going on a hayride, shopping, exercising, competing in sporting events, texting with students, dancing, singing, and enjoying life in a variety of other ways. LeadingAge Wisconsin developed a montage of these videos to feature at the 2014 Fall Conference.

Participants of the Assisted Living Quality Improvement Network are sharing best practices for building stronger ties between the community and the residents. Coffee shops, delis, cupcake counters, gift and thrift shops, school partnerships, and training and educational forums (from ballroom dancing, knitting, and quilting to computers, social media and i-Pods) have the doors swinging both ways between the residence and the community. Members are sharing the how-tos, and the benefits of offering wellness clinics, exercise classes, nutrition planning, weight-loss challenges, and strategies for healthy aging to the residents and to the community.

Fellowship



At LeadingAge Wisconsin, we are serious about our mission to care for those who care for others. It is our goal to provide you the operating, quality, and business tools to help members succeed. It is our desire to ensure you have the support you need, the friendships you enjoy, and the fun you deserve. Together we build the collaborative force that sustains our mutual commitment to quality care and services.

It was the beginning of an unprecedented conference event when 450 fall conference attendees gathered for a tailgate party within sight of the Tundra Tron, just one block from Lambeau Field. With large screen televisions broadcasting the pre-game festivities, the excitement and anticipation was contagious throughout the large tents. What many thought to be impossible became a reality when 300 conference attendees gathered at Lambeau Field to watch the Green Bay Packers claim victory over the Minnesota Vikings.

Although nothing quite rivals attending a Packers game at Lambeau Field, LeadingAge Wisconsin turned our attention to festivities in La Crosse and night life on Third Street. For the 2015 Spring Conference, we invited members to experience downtown La Crosse with our unique take on Band-O-Rama, featuring four bands from across the country in four bars within walking distance from the convention center.

From pedometer challenges and casual for a cause events, from work groups to network meetings on pontoon boats, LeadingAge Wisconsin is constantly searching for new ways to build camaraderie throughout the Association. It is the sense of oneness and our family of fellowship that sustains the association and fuels the passion for quality that permeates throughout our membership base. LeadingAge Wisconsin works tirelessly to uphold the mission, the purpose, and the commitment to the not-for-profit philosophy of care that identifies this association and distinguishes the communities we serve.

Care



Throughout the last year, LeadingAge Wisconsin focused heavily on purpose. While some organizations focus on what they do and others focus on how they do what they do, LeadingAge Wisconsin maintains a steadfast focus on *why* we do what we do. Everything comes down to our purpose, and our purpose is caring.

Following our call to care, LeadingAge Wisconsin pursued DHS support for solutions to the *Helen E.F.* Supreme Court decision by attempting to more appropriately meet the needs of individuals with dementia who exhibit behaviors that threaten the health, safety, and welfare of themselves or others. Through active participation in the DHS Long-Term Care Council Subcommittee on dementia redesign, LeadingAge Wisconsin pushed for funding for providers willing to serve persons with challenging behaviors, and the subcommittee created a budget proposal for dementia crisis units. We participated in community forums to highlight the lack of placement options for persons with dementia residing in hospitals, we commented on the problems associated with the UW-Oshkosh dementia training/testing and registry proposal, and we arranged for small group discussions on the realities of serving persons with challenging behaviors.

The Health Issues Committee considered the DHS Dementia Care Guiding Principles and suggestions to develop a model program statement. Six committee workgroups each proactively developed draft standards relating to specific aspects of dementia care.

The annual *Winning Strategies* meeting of the Assisted Living Quality Improvement Network focused heavily on the “why” underlying the mission of the membership. Participants learned to focus on the “why” in their quality improvement projects, hiring staff, building census, fostering change, empowering employees, and balancing life. I-LEAD fellows focused heavily throughout the first meeting on their True North, their purpose. Uniting the members of LeadingAge Wisconsin is our common purpose, our call to care.

Innovation



The 21st Century is fast becoming the Age of Innovation. Sustaining an organizational culture that recognizes and rewards innovation is not always easy, but it definitely is worth the effort. LeadingAge Wisconsin is proud of the fact that our members support and drive our quest for innovation, and we live on the cutting edge of the new, the bold, the creative, and the innovative. The last fiscal year afforded the Association ample opportunities to pursue new ventures.

Through innovation, the Music and Memory program became a reality. LeadingAge Wisconsin worked with the Center for Health Systems Research & Analysis (CHSRA) to pursue a grant that, if funded, will pilot the use of the Music and Memory program in the CBRF setting. LeadingAge Wisconsin also supported a civil money penalty (CMP) grant proposal that allowed 150 additional nursing homes to participate in the program.

LeadingAge Wisconsin worked with the Bureau of Assisted Living (BAL), the Office of Family Care Expansion (OFCE), and other associations to host regional RESOLVE Forums. These forums created opportunities for BAL, OFCE and 488 assisted living professionals to share information and addresses regulatory and funding concerns.

LeadingAge Wisconsin worked with American Data to incorporate our CBRF quality improvement tools and quality improvement modules into the ECS software for members. Once the tools were in place, the association announced a free webinar to inform members about this new resource.

LeadingAge Wisconsin is working with a major insurance underwriter to develop a series of short video clips to train employees on practical strategies to minimize the risk of falls.

While our triumphs of the past are great, they pale in comparison to the opportunities that lie ahead. We are limited only by our perception of our own limitations; we are motivated by our belief in our own capabilities.

Collaboration



Years ago, individuals throughout LeadingAge Wisconsin planted the seed of collaboration, and that seed has taken root and branched throughout the membership. Through the growth of our networks, committees, listservs, programs, and advocacy efforts, it is evident that members are helping members, sharing best practices, mentoring, leading, and growing together.

Many organizations are stifled by the “silo mentality” and knowledge hoarding behaviors which waste collective brainpower. LeadingAge Wisconsin, on the other hand, thrives because members have moved beyond reinventing the wheel. The innovative ideas we operationalized in the past year demonstrate our members have moved light years beyond the invention of the wheel. We are moving forward together to invent and shape a new world of senior services and support systems.

Through collaboration, you continually reinvent LeadingAge Wisconsin so that your association always is repositioning itself for the future. You guide the association through a shared purpose and vision. You communicate your vision of our shared future in a way that impels people beyond the boundaries and limits of the past.

What holds this association together is the developed relationships among the members. You have taken the time to get to know one another, to discover each other’s strengths, to build trust, and to develop a common understanding of our mission. Because of these relationships, there is a high level of confidence in each member’s reliability, integrity, and honesty. This is the bond that allows us to excel in the good times and the glue that sustains us through the hard times.

We live in an increasingly complex and ever-shifting ocean of change. It is imperative that we rely more than ever on the intelligence and resourcefulness of each other. Collaboration is not a “nice to have” organizational philosophy. It is an essential ingredient for our ongoing survival and success. You are LeadingAge Wisconsin. You are improving the lives of others. You are moving the world.

LeadingAge Wisconsin

Income Statement

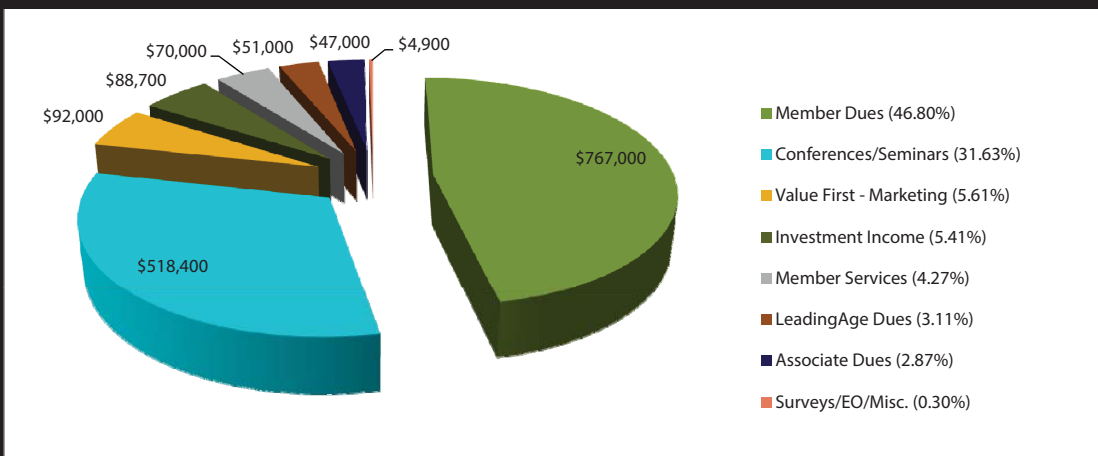
Projected FY 2015 and Proposed FY 2016 Budget

	2014/15 Budget	Projected 6/30/2015	Variance	Proposed 2015/16 Budget
Member Dues	\$ 778,800	\$ 767,000	\$ (11,800)	\$ 764,200
Associate Dues	45,900	\$ 47,000	\$ 1,100	47,000
LeadingAge Dues	50,000	\$ 51,000	\$ 1,000	50,000
Investment Income	36,400	\$ 88,700	\$ 52,300	42,000
Conferences/Seminars	460,000	\$ 518,400	\$ 58,400	490,000
Surveys/EO	3,500	\$ 3,900	\$ 400	4,500
Member Services	56,000	\$ 70,000	\$ 14,000	83,000
Value First - Marketing	93,500	\$ 92,000	\$ (1,500)	112,000
Miscellaneous	2,000	\$ 1,000	\$ (1,000)	1,000
Total Revenue	\$ 1,526,100	\$ 1,639,000	\$ 112,900	\$ 1,593,700
Salaries/Insurance/Temp.	\$ 788,100	\$ 730,000	\$ 58,100	\$ 792,100
Payroll Taxes	44,700	44,754	\$ (54)	44,900
Employee Pension	32,700	33,858	\$ (1,158)	33,600
Value First	100,600	92,000	\$ 8,600	112,000
Staff Travel	31,000	27,000	\$ 4,000	31,500
Professional Development	2,000	2,000	\$ -	2,000
Board/Committee	26,800	23,800	\$ 3,000	27,300
Insurance/Taxes	6,900	7,400	\$ (500)	8,000
Telephone	7,500	7,500	\$ -	7,500
Copier	15,000	15,200	\$ (200)	15,500
Postage	5,000	4,400	\$ 600	4,500
Computer Expense	12,000	11,500	\$ 500	12,000
Printing	3,000	2,500	\$ 500	3,000
Supplies/Sub./Memberships	6,700	7,800	\$ (1,100)	6,000
Conferences/Seminars	330,000	383,800	\$ (53,800)	350,000
Legal Counsel	25,000	24,400	\$ 600	25,000
Audit	7,200	7,600	\$ (400)	7,600
Bank Expense/Misc.	1,000	400	\$ 600	1,000
Data Base	2,000	2,100	\$ (100)	2,500
Member Services	46,000	50,000	\$ (4,000)	58,000
Depreciation	18,500	18,000	\$ 500	18,500
Office Building	26,300	30,700	\$ (4,400)	30,000
Strategic Development	15,000	10,000	\$ 5,000	10,000
Total Operating Expenses	\$ 1,553,000	\$ 1,536,712	\$ 16,288	\$ 1,602,500
Net Revenue/Expenses	\$ (26,900)	\$ 102,288	\$ 129,188	\$ (8,800)
Gain(Loss) Investments	\$ -	\$ 1,000	\$ 1,000	\$ -
Net Income (Loss)	\$ (26,900)	\$ 103,288	\$ 130,188	\$ (8,800)
Property & Equipment	\$ 8,000	\$ 7,000	\$ 1,000	\$ 8,000

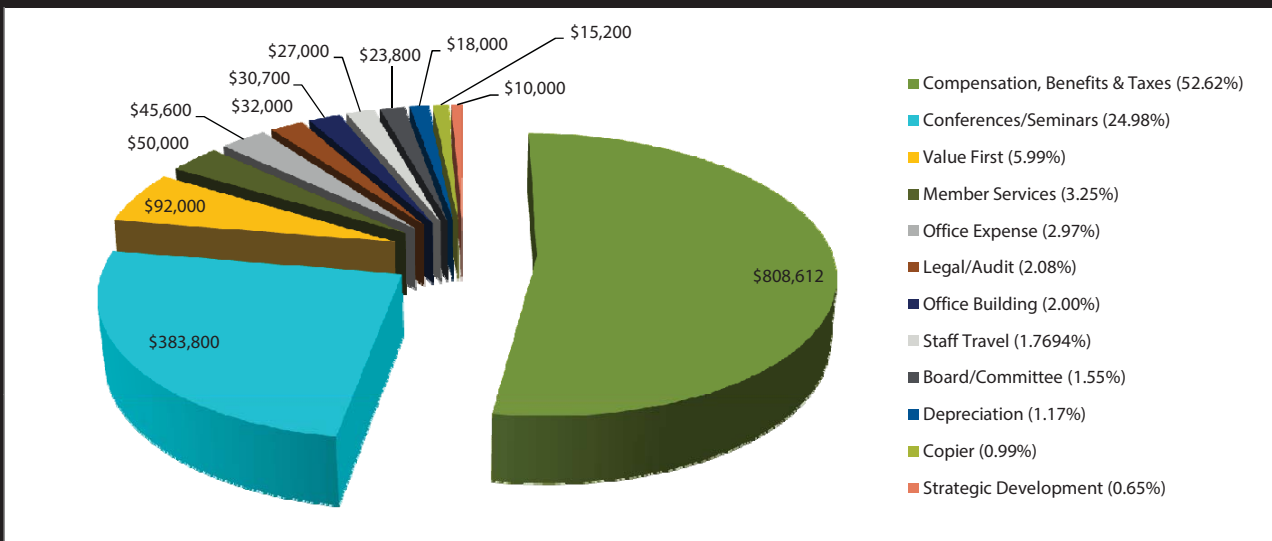
Financial Stability



Projected Revenues June 30, 2016 -- \$1,639,000



Projected Expenses June 30, 2016 -- \$1,536,712



LeadingAge Wisconsin -- 2014-2015 Leadership

Executive Committee

Chair Mari Beth Borek Lutheran Homes & Health Services Fond du Lac	Vice Chair/Member Services Terry Snow Pleasant View Nursing Home Monroe	Vice Chair/Operations Jim Williams Cedar Community West Bend	Vice Chair/Public Policy Scott Ross Woodside Lutheran Home Green Bay
Chair Elect Doug Trost St. Francis Home Fond du Lac	Secretary Renee Anderson Saint John's Communities Milwaukee	Treasurer Fran Petrick Brookside Care Center Kenosha	LeadingAge Liaison Marion Wozniak Cedar Crest Janesville
Immediate Past Chair Mike Christensen Grace Lutheran Foundation Eau Claire			

Directors at Large

Renee Anderson Saint John's Communities Milwaukee	Jane Hooper Clearview Juneau	Fran Petrick Brookside Care Center Kenosha	Heather Sheehan Hayward Area Mem. Hosp./Water's Edge Hayward
Mari Beth Borek Lutheran Homes & Health Services Fond du Lac	Kris Krentz Skaalen Retirement Services Stoughton	Michelle Putz Lincoln Lutheran of Racine Racine	Doug Trost St. Francis Home Fond du Lac
Pauline Darling Bethany Home Waupaca	Vern Larson Linden Grove Mukwonago	Scott Ross Woodside Lutheran Home Green Bay	Jim Williams Cedar Community West Bend
Dan Goodier Christian Community Home & Services Hudson	Clark Nordberg Bethel Home & Services Viroqua	Ron Schaetzl St. Clare Meadows Baraboo	Marion Wozniak Cedar Crest Janesville

Regional Directors

Region I Dennis Ferger Clement Manor Health Center Greenfield	Region II Terry Snow Pleasant View Nursing Home Monroe	Region III Pete Eide Hillview Health Care Center La Crosse	Region IV Tony Manzella Dunn County Health Care Center Menomonie	Region V Steve Seybold Homme Home Wittenberg
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Immediate Past Chair

Mike Christensen
Grace Lutheran Foundation
Eau Claire

Senior Advisor

Steve Jaberg
Cedar Community
West Bend

Staff

John Sauer
President/CEO

Brian Schoeneck
VP Financial/Regulatory Services

Janice Mashak
VP Member Services/Innovation

Tom Ramsey
VP Public Policy/Advocacy

Pam Walker
Executive Secretary

Sarah Paterson
Member Services Assistant

Denise May
Director of Business Development