



ncal[®] National Center for Assisted Living

Your National Assisted Living Leader for Advocacy,
Knowledge, Education and Professional Development



2009 Annual Report

Moving Assisted Living Forward



National Center for Assisted Living

The National Center for Assisted Living (NCAL) is the assisted living voice of the American Health Care Association (AHCA). NCAL is dedicated to serving the needs of the assisted living community through national advocacy, education, networking, professional development, and quality initiatives. NCAL's proactive, national focus on assisted living legislation and regulation is backed by the strongest and most influential long term care advocacy team in the country. NCAL members know that their voices will be heard by the national policy makers and regulators who continually seek to influence the future of assisted living.

In addition to national advocacy, NCAL supports state-specific advocacy efforts through its national federation of state affiliates. NCAL state affiliates work to create local education, advocate on behalf of assisted living providers, and provide the direct, ongoing support their assisted living members need to improve quality, serve their residents, and grow their businesses.

NCAL BOARD OF DIRECTORS 2008-2009



First Row Left To Right: Robert Van Dyk, AHCA Vice Chair; Nicolette Merino, NCAL Vice Chair; Howie Groff, NCAL Chair; Van Moore, NCAL Immediate Past Chair; and Mike Shepard, NCAL Secretary/Treasurer. Second Row Left To Right: Chris Mason, Joe Perkin, Steve Ackerson, ASHCAE Vice President; Patricia Giorgio, Deb Choma, Vickie Cox, Nancy Andrews, David Kylo, NCAL Executive Director; Jeff Hyatt, and Jim Birchem. Not pictured: Edie Gerelli, David LaLumia, ASHCAE Representative; Cindy Luxem, ASHCAE Representative; Marj Shell, Dean Solden, Faun Spencer, Jan Thayer, Kristin West, and Rick Miller, AHCA Chair.

NCAL BOARD OF DIRECTORS 2008-2009

Howie Groff-Minnesota
Chair, NCAL Board of
Directors

Nicolette Merino-Oregon
Vice Chair,
NCAL Board of Directors
Chair, Business Development
Committee

Michael Shepard-Arkansas
Secretary / Treasurer,
NCAL Board of Directors
Chair, Finance and Policy
Committee

Van Moore-Oregon
Immediate Past Chair, NCAL
Board of Directors

Rick Miller-Oregon
Chair, AHCA Board of
Governors

Robert Van Dyk-New Jersey
Vice Chair-AHCA Board of
Governors

Steve Ackerson-Iowa
ASHCAE Vice President

Nancy Andrews-North Dakota
Chair, Consumer Relations
Committee

Patricia Giorgio-Iowa
Chair, Quality Committee

Jim Birchem-Minnesota

Deb Choma-Vermont

Vickie Cox-Delaware

Edie Gerelli-New Jersey

Jeffrey Hyatt-Washington

Brad Klitsch-Wisconsin
ABM Representative

David LaLumia-Michigan
ASHCAE Representative

Cindy Luxem-Kansas
ASHCAE Representative

Chris Mason-Oregon

Joe Perkin-Kansas

Marj Shell-Indiana

Dean Solden-Michigan

Faun Spencer-Minnesota

Jan Thayer-Nebraska

Kristin West-Ohio

LETTER FROM NCAL'S CHAIR

Dear NCAL Members:

It has been an honor to serve as NCAL's Chair for the last two years and to work with a Board of Directors that is so strongly committed to quality and improving the lives of assisted living residents today and in the future.

As I conclude my service as NCAL's chair, I have had time to reflect on how NCAL and the profession have progressed. We have made tremendous strides during the last two years with the release of NCAL's four sets of Guiding Principles, increased advocacy efforts, the development of quality performance measures for the assisted living profession and the launch of NCAL's new quality program called Advocating Care Excellence (ACE).

As I look forward to the future, I believe that it will be essential for the profession to be able to tell the assisted living story through data. The 10 performance measures NCAL identified this year will serve as the foundation for the collection of essential data that state and federal policy makers and the media can use to make judgments about the quality of services we deliver.

As I leave office, it is my hope that every NCAL member community will participate in this critical measurement program in 2010 and beyond.

These are challenging economic times for our country. Nonetheless, I have never been more optimistic about assisted living's future. The caliber of people I have met in the NCAL membership in the last two years has been extraordinary, and their commitment to their residents has been an inspiration. I am confident that with our continued focus on quality and innovation, the assisted living profession will thrive, even in stormy economic times.

Thank you again for giving me the honor to serve you as NCAL chair. It has been a rewarding experience that I will never forget.

Regards,



Howie Groff
NCAL Chair
2007 – 2009



NCAL Chair
Howie Groff



NCAL board members at
June Board of Directors
meeting in Milwaukee, Wis.

EXECUTIVE SUMMARY: MOVING ASSISTED LIVING FORWARD

➔ NCAL's 2009 efforts culminated in the advancement of strategies, policies, programs, and services that benefit assisted living members and improve the quality of life for residents. Here are a few of our major achievements.

NCAL:

- Succeeded in including a provision in the House health reform bill, the Affordable Choices Health Care Act (HR 3200), that would eliminate Medicare Part D copays for dual eligibles—individuals eligible for Medicare and Medicaid—receiving care through state Medicaid assisted living programs administered under Section 1915 and 1115 waivers.
- Continued lobbying efforts with the Centers for Medicare & Medicaid Services protecting assisted living's role as a home- and community-based setting in Medicaid waiver programs.
- Expanded member involvement in advocacy programs, including grassroots, community tours, and AHCA/NCAL PAC.
- Energized 25 NCAL State Leaders through an advocacy and leadership training program to be active in advancing state affiliate policy initiatives and assisted living programs.
- Developed "Guiding Principles for Leadership."
- Identified and defined performance measures for assisted living advancing the ability of providers to improve both the quality of care and the quality of life for the residents they serve.
- Relaunched the Caring for Our Caregivers initiative, which provides online tools and resources to assist all long term care providers in workforce retention and recruitment efforts.
- Established Advocating Care Excellence, the banner for an online repository of NCAL's quality tools and resources.
- Redesigned www.ncal.org with faster, improved navigational capabilities for member use and daily assisted living news and information.
- Published in-service tools such as "Practices In Excellence: Preparing Residents For Moving Out," and "Understanding Assisted Living."
- Held leadership positions in the Agency for Healthcare Research and Quality's Assisted Living Disclosure Collaborative effort to develop a survey tool.
- Participated in national research such as the "2009 Overview of Assisted Living" and published three national reports on state assisted living regulations, Medicaid payments and policies, and fire safety.

These are just a few of the highlights of NCAL's 2009 work on behalf of its more than 2,600 not-for-profit and proprietary assisted living and residential care communities dedicated to continuous improvement in the delivery of professional, compassionate care and services for the elderly and people with disabilities.

The year 2009 was filled with political transition and economic challenges. NCAL was ready for the challenges before President Barack Obama was sworn into office and when the Democrats became the majority party of the 111th Congress in January. NCAL's Board of Directors, through its five committees, directed NCAL's impressive 2009 body of work and laid the foundation for the organization's progress on the assisted living profession's national agenda.

POLICY & ADVOCACY

➔ NCAL's Finance and Policy Committee directs the development of policy and advocacy efforts. This year the committee further developed plans to address any future proposals calling for federal regulation of assisted living. NCAL worked with AHCA to monitor congressional and regulatory activity and lobbied together on several issues that impact both nursing and assisted living facilities.

MEDICARE PART D COPAY LEGISLATION

During the closing days of the 110th Congress, NCAL heavily lobbied Congressional members to obtain a Representative and Senator to reintroduce the Medicare Part D Copayment Equity Act legislation when the 111th Congress convened in late January. The Medicare Part D Copay bill seeks to eliminate prescription drug copayments for dual eligibles—individuals eligible for Medicare and Medicaid—who reside in assisted living and residential care settings.

Lead sponsors were secured and NCAL worked with those Congressional offices to obtain additional cosponsors of the bill. NCAL secured Sen. Bill Nelson (D-FL) as lead sponsor to introduce Home and Community Services Copayment Equity Act of 2009 (S 534) in the Senate. Rep. Lloyd Doggett (D-Texas) introduced a companion bill in the House titled, the Medicare Part D Home and Community Services Copayment Equity Act of 2009 (HR 1407). NCAL once again spearheaded a coalition comprised of 35 national and state-level organizations that signed onto letters of support that were sent to Rep. Doggett's and Sen. Nelson's offices.

In March, NCAL earned a major victory for the assisted living profession. The House's America's Affordable Health Care Choice Act of 2009 (HR 3200) includes a provision that, if enacted, would eliminate Part D copayments for assisted living residents who are dual eligibles—individuals eligible for Medicare and Medicaid—who are receiving residential

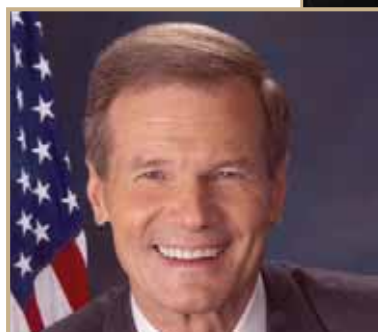
services under Medicaid 1915 or 1115 waivers. HR 3200 is the health reform bill which has been approved by three House committees.

CARD CHECK

NCAL and AHCA strongly oppose the Employee Free Choice Act (EFCA) which was introduced in the House and Senate in March. President Obama said he would enact the EFCA.

In summary, the EFCA would make it easier for employees in assisted living and other work settings to establish unions and force employers into mandatory contract negotiations. Shortly after introduction, the House passed the bill; however, the Senate has not yet voted on the EFCA and is working on a compromise bill.

NCAL and AHCA watch this issue closely and work with the U.S. Chamber of Commerce and the Coalition for a Democratic Workplace to prevent enactment of the bill. Soon after introduction of the bill, NCAL and AHCA equipped members with an effective set of advocacy tools that were made available on NCAL's Web site. In addition, AHCA and NCAL educated members about unionizing tactics through a Webinar held in March.



Photos: (Left)
Senator Bill
Nelson (D-FL)
(Right) Senator Susan
Collins meets with
Maine Health Care
Association
and NCAL



POLICY & ADVOCACY CONTINUED...

WORKFORCE DEVELOPMENT ACT

Supporting federal initiatives that address the growing shortfall of caregiving professionals, NCAL and AHCA worked extensively with Senate Special Committee on Aging Chair Herb Kohl (D-Wis.) before he reintroduced a comprehensive workforce development bill, Retooling the Health Care Workforce for an Aging America Act of 2009, with Sens. Blanche Lincoln (D-Ark.) and Robert Casey (D-Pa.) in January. Rep. Jan Schakowsky (D-Ill.) introduced an identical bill in the House. The bills seek to create additional education and training opportunities within long term care and the geriatrics field for licensed health professionals, direct care workers, and family caregivers.

PRE-DISPUTE ARBITRATION

Many assisted living communities use pre-dispute arbitration clauses in their contracts; however, Senate and House bills titled, The Fairness in Nursing Home Arbitration Act of 2009 (S 512, HR 1237), seek to eliminate the use of pre-dispute arbitration agreements to settle disputes in all long term care settings, including assisted living. NCAL opposes the legislation.

AHCA/NCAL lobbyists and members have held numerous meetings and written letters to educate Congressional members and staff about the importance of long term care's ability to retain the use of pre-dispute arbitration. NCAL will continue working with AHCA to oppose this legislation.

LONG TERM CARE REFORM

Over the past three years, AHCA, NCAL, and the Alliance for Quality Care have developed a major plan titled, "Long Term And Post Acute Care: Financing and Coverage Reform," and assisted living is a key part of the package. The plan offers a policy solution to the impending shortage of public financing for long term care. To educate Congress about the plan, NCAL and its partners engaged the Avalere Health Consulting firm, a Washington, D.C. think tank, to use Congressional Budget Office techniques to score the long term care reform proposal. Avalere's report says the plan would save approximately \$35 billion over 10 years. AHCA/NCAL and the Alliance held a briefing in the Capitol for Congressional staff in the spring. At the briefing, NCAL Executive Director David Kylo explained that the plan would afford greater choice of long term care settings for individuals who participated in this voluntary, private-public program.

BILL ENDORSEMENTS/SUPPORT

National Silver Alert Act: NCAL lends its support to a variety of bills that directly benefit assisted living residents. For example, NCAL endorsed the National Silver Alert Act (HR 632). Similar to the Amber Alert System for missing children, the Silver Alert, if enacted, would help long term care providers work



with law enforcement in broadcasting alerts in cases when a resident is missing.

Lifespan Respite Care Act: NCAL participated in a broad coalition asking Congressional leadership to fund the Lifespan Respite Care Act in the Fiscal Year 2009 Labor, Health and Human Services, and Education appropriation bill. The Act authorizes competitive grants to Aging and Disability Resource Centers, in collaboration with public or private non-profit state respite coalitions or organizations, to make respite care available to family caregivers regardless of age or disabilities.

Long Term Care Safety Act: NCAL is a major proponent of resident life safety, so it was natural to support the Long Term Care Life Safety Act of 2009 (HR 1680), which, if enacted, would authorize the Secretary of Health and Human Services to make grants available to retrofit installation of fire alarm detection systems and other fire detection and prevention technologies in assisted living residences, hospice facilities, and nursing facilities.

REGULATORY ACTION

Defining Medicaid “Community Settings”: Beyond Congress’ legislative realm are the many federal agencies issuing proposed rules and regulations that can impact assisted living operations. NCAL watches for regulations that would impact our profession and submits comments or works with the respective federal agency. The actions taken this



Photos from Northern Hills Community in Sioux City, Iowa during 2008 National Assisted Living Week.



year include providing comments to the Centers for Medicare & Medicaid Services (CMS) about its Advanced Notice of Proposed Rulemaking (ANPR), which proposes defining Medicaid “community settings” for the first time thereby raising the possibility that some types of assisted living providers might be excluded. CMS asked for feedback on the merits of providing states with the option to combine or eliminate targeted populations under Medicaid Home and Community-based waivers Section 1915(c). NCAL recommended that CMS preserve the targeted groups because it is concerned that one of the targeted populations—assisted living or developmental disability homes—would be negatively impacted.

Medication Disposal: Medication disposal in long term care settings, including assisted living, was in the crosshairs of two agencies this year: the Environmental Protection Agency (EPA) and the Drug Enforcement Administration (DEA). Helping the EPA understand medication disposal in assisted living, NCAL staff took EPA officials on a tour of a Washington, D.C., assisted living community and guided the agency in developing a survey of disposal practices. The increasing scrutiny stems from the EPA’s concern with how pharmaceuticals are contaminating the nation’s aquifers and its negative impact on fish and wildlife.

Almost simultaneously, DEA became concerned about the disposal of narcotics and the registration of caregivers handling disposal. DEA proposed a rule on the disposal of controlled substance by people not



POLICY & ADVOCACY CONTINUED...

registered with DEA. DEA says it is aware that long term care facilities may not transfer controlled substances to either the pharmacy that supplied them or to a reverse distributor for disposal because they are not DEA-registered.

Facing a web of conflicting federal and state rules and restrictions of unused pharmaceuticals, including controlled substances, AHCA and NCAL recommended that DEA take a national approach, supported by state regulators and other related agencies that would allow providers to send unused drugs to an “authorized collecting entity” that would safely dispose of the drugs.

Resident Trust Fund Ban: Resident trust fund accounts came under attack from the Social Security Administration (SSA) when it issued a proposed rule that would ban the use of such accounts in long term care. In comments submitted to SSA, NCAL pushed for excluding assisted living from any ban on using resident trust fund accounts to receive SSA checks.

RESIDENT SAFETY

NCAL, through its life safety consultant, submitted proposed changes for inclusion in the 2012 National Fire Protection Association (NFPA) Life Safety Code that, if implemented, would provide increased flexibility in meeting fire safety standards for assisted living communities with residents who cannot evacuate buildings without assistance. NCAL’s proposed recommendations ensure a high level of safety for residents and reduces the monetary impact on an existing community whose residents’ evacuation

capability classification changes from “slow” to “impractical.” The Life Safety Code suggested changes would apply to assisted living communities that have more than 16 residents and are under the jurisdiction of state and or local governments using the Life Safety Code in their licensure requirements, or base their fire safety requirements on the Life Safety Code. A synopsis and a full report are available for members.

MEDICAID STATE RATE STUDY

NCAL commissioned the highly-respected Robert Mollica, an expert on state Medicaid policies, to conduct an assisted living Medicaid payments and related policies study for NCAL. The report is in its final stages of preparation. The report will be a comprehensive review of states’ Medicaid waiver programs, their requirements, Medicaid rate structures, and the methodologies used for reimbursing assisted living providers.

NCAL’S ASSISTED LIVING STATE REGULATORY REVIEW

NCAL’s “Assisted Living State Regulatory Review 2009” is a widely utilized report by state regulatory agencies, researchers and other groups interested in assisted living policies. It is the only national report that provides comprehensive summaries of assisted living regulations in 50 states and the District of Columbia across 21 categories. The highly respected report is complimentary to members, state affiliates, policy makers, regulators, media, and consumers. It is also posted on NCAL.org for public viewing.

MEMBER ADVOCACY PROGRAMS

In July 2009, NCAL launched a hugely successful advocacy and leadership training program for NCAL State Leaders that unleashed a whole new group of NCAL activists. This new program complimented NCAL’s ongoing efforts to help members build relationships with their elected federal representatives in Congress. NCAL believes that member advocacy is essential to effectively influencing federal legislation. Building and expanding on last year’s efforts, NCAL encouraged members to become more active in the AHCA/NCAL Advocacy program with online grassroots efforts, hosting legislators on community



tours, participation in the AHCA/NCAL Political Action Committee (PAC), and attending the annual Congressional Briefing.

NCAL State Leader Program: Twenty-five NCAL State Leaders arrived in Washington D.C. for an intensive two-day program filled with advocacy and leadership training. They immediately used their training by conducting 51 meetings in congressional offices. The action-packed agenda produced a highly energized group of people who said they were eager to return home and promote NCAL State Affiliates' efforts.



NCAL's State Leaders in Washington, D.C. in July.

Online Grassroots: NCAL made it easier for providers to participate in online grassroots by creating a powerful online tool to help members contact their Congressional representatives. By clicking on the Advocacy Center link on the NCAL home page, members are transported to the "Legislative Action Center." The Center is stocked with issue briefs describing the problem and providing the legislative ask. Letters articulating these issues are also available to be e-mailed directly to congressional offices. This new tool resulted in members sending more than 2,000 letters to 325 Congressional members asking them to support Medicare Part D Copay legislation.

Political Action Committee: NCAL's Board of Directors was the first governing board to reach 100 percent participation in the AHCA/NCAL Political Action Committee. AHCA/NCAL-PAC is an important part of NCAL's advocacy effort that allows

AHCA/NCAL members to combine their voices with fellow long term care providers on Capitol Hill and gives members greater access to key policy makers in Washington.

Community Tours: There's no better way to explain issues to legislators than inviting them to visit your community. Throughout the year, Senators and Representatives across the country were able to interact with residents, staff, and providers to learn exactly what services and care assisted living provides to its residents. For example, NCAL Chair Howie Groff hosted a fund-raising event for Rep. Tim Walz (D-Minn.) at The Colony, located in Eden Prairie, Minn. During the event, staff from The Colony, leaders from Care Providers of Minnesota, and Groff were able to discuss federal issues impacting assisted living and other long term care facilities with Walz.

Joe Warner Patient Advocacy Awards: Never before in the history of the Joe Warner Patient Advocacy Awards have two NCAL Board of Director members been recognized in the same year for outstanding advocacy work. The award is given each year to a select few members who have demonstrated a commitment to building relationships with their members of Congress through meetings, fundraisers and community tours with the goal of educating legislators about issues involving assisted living and long term care.



Rep. Adrian Smith (R-Neb.) had his blood pressure taken while visiting Villa Assisted Living in Hastings, Neb.

POLICY & ADVOCACY CONTINUED...

The two NCAL Board of Directors receiving the 2009 Joe Warner Awards were:

- Patricia Giorgio, president and chief executive officer of Evergreen Estates, Cedar Rapids, Iowa; and
- Jan Thayer, owner and chief executive officer of Riverside Lodge Retirement Community, Grand Isle, Neb.

Rep. David Loeb sack (D-Iowa) and Sen. Mike Johanns (R-Neb.) presented the awards to Giorgio and Thayer respectively.



Pictured from Left to Right: NCAL Chair Howie Groff, Jan Thayer of Riverside Lodge Retirement Community, Grand Isle, Neb.; Patricia Giorgio of Evergreen Estates, Cedar Rapids, Iowa; and NCAL Executive Director David Kylo at the Joe Warner Patient Advocacy Awards ceremony.

NATIONAL COLLABORATIONS

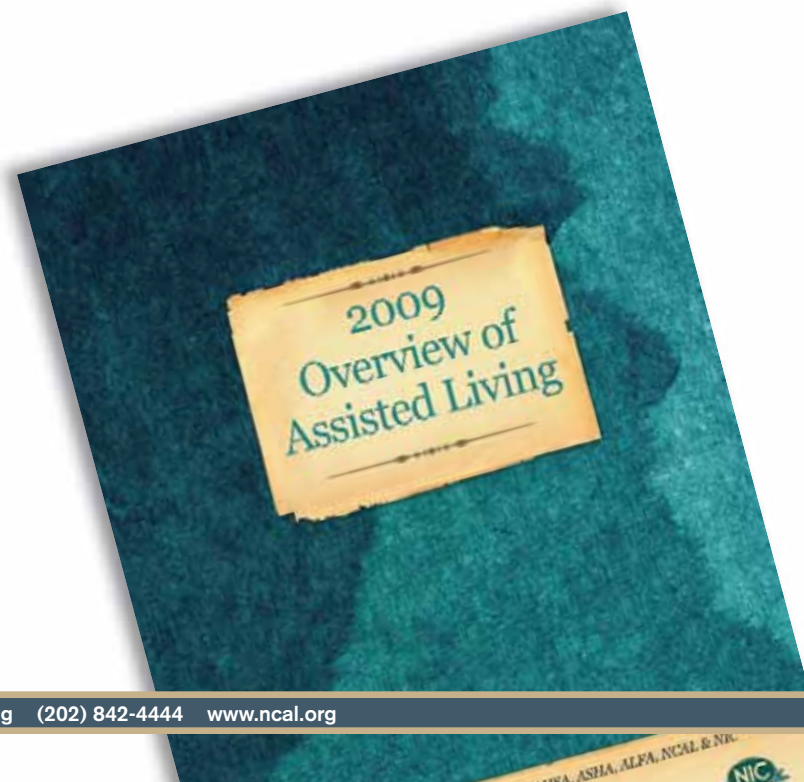
Center For Excellence In Assisted Living: NCAL Executive Director David Kylo is the chair of the Center for Excellence In Assisted Living (CEAL), a nonprofit coalition of 11 national stakeholder organizations working together to promote high quality and affordability in assisted living through research, policy, and evidence-based quality practices.

During 2009, CEAL published a medication management white paper, launched the Promoting Excellence in Assisted Living Awards, and published "A Manual for Community-Based Participatory Research (CBPR): Using Research to Improve Practice and Improve Policy In Assisted Living." Examples in the book illustrate how CBPR was used for the first time in assisted living to inform researchers' examination of medication management techniques.

Agency For Healthcare Research Assisted Living Disclosure Collaborative: NCAL has a leadership role in the Agency for Healthcare Research and Quality's (AHRQ's) Assisted Living Consumer Disclosure Collaborative (ALDC), established in mid-2008. In monthly calls, NCAL staff and members influenced the development of survey questions through participation in ALDC's four work groups—staffing, services and costs, dementia, and move-in/move out/resident rights. NCAL's involvement continues as ALDC refines the survey and then tests it during a pilot phase in 2010. Ultimately, AHRQ's goal is to develop a tool that can be utilized by state and local authorities that will help consumers compare assisted living communities on a uniform basis.

2009 ASSISTED LIVING OVERVIEW

NCAL is proud to have been a part of a national research project that resulted in the publication of the "2009 Assisted Living Overview." The Overview describes and defines assisted living through key statistical data for assisted living consumers, providers, investors, policy makers, and the media. The report is the result of a collaboration conducted by NCAL and other national assisted living stakeholder groups.



QUALITY INITIATIVES

→ The NCAL Quality Committee is committed to promoting quality and performance excellence in the assisted living profession. From NCAL's Guiding Principles to its educational programming and resources, NCAL is leading the profession by developing groundbreaking tools that raise the bar for resident satisfaction, quality of life, and improved operations. The new tools produced in 2009 are added to NCAL's existing extensive library of quality information and resources.

ADVOCATING CARE EXCELLENCE (ACE)



NCAL is proud of its Advancing Care Excellence (ACE) program, which is the banner for a central repository

for NCAL's current and future quality tools and resources. Among the resources and tools found on the ACE page of NCAL's Web site are:

- Influenza Prevention Protocols for Senior Care
- NCAL's "Guiding Principles for Leadership" and "Identified Leadership Traits"
- Continuous Quality Improvement Readiness Assessment Process and Tool

Soon a review of state-required Core Competencies for Administrators will be available to members. As a result of that review, resources at the state and national level to assist in achieving these competencies will be available on NCAL.org.

JOINT QUALITY INITIATIVE



NCAL continued its strategic quality

partnership with My InnerView (MIV) in order to provide consumers, policy makers and the profession with precedent-setting national data that show resident, family member, and employee satisfaction levels in assisted living. More than 600 NCAL member communities are participating in measuring their performance based against their customers' expectations and can also measure their operations against other communities in their local area, statewide, and nationally.

Explaining how to use the measurement data to improve operations, NCAL and MIV designed and held bi-monthly complimentary Webinars for NCAL members. The NCAL-MIV Webinars offered during 2009 included:

- Employee Satisfaction Surveys
- What Matters Most to Assisted Living Customers and Employees
- Turning Data Into Knowledge And Actions
- Employee Commitment in Assisted Living: How Committed is Your Workforce?
- Performance Measures In Assisted Living
- Best Practices for Using Satisfaction Survey Results

ASSISTED LIVING PERFORMANCE MEASURES

The NCAL Quality Committee identified the development of performance measures as one of its top goals for 2009. By establishing performance measures for assisted living, the profession is acknowledging the importance of quality and can show success is being achieved without the intervention of the federal government. NCAL will identify the performance measures when it debuts a survey tool to collect data on the measures in 2010.

MORE QUALITY TOOLS COMING SOON

The NCAL Quality Committee established two subcommittees to develop in-service training tools. By the end of 2009, providers will have guidance on how to serve the gay, lesbian, bisexual, and transgender populations in assisted living. The second subcommittee has begun developing the fifth set of Guiding Principles, entitled, "Guiding Principles on Dementia Care in Assisted Living."

QUALITY AWARD WINNERS



The AHCA/NCAL National Quality Awards program had a record-breaking 898 applications in 2009, an increase of 39 percent over 2008. The Quality Award is public recognition of a community's

quality achievements. The awards consist of an entry level Step I Award, a more rigorous Step II

Award, and a Step III Award that mirrors the Baldrige National Quality Award criteria. In 2009, 32 assisted living communities earned Step I recognition, one member earned Step II, and one community earned the prestigious Step III award.

Overall in 2009, 468 long term care communities earned AHCA/NCAL Quality Awards including: 439 Step I awardees, 26 Step II awardees, and three Step III awardees. NCAL salutes all of the 2009 award winners!

WORKFORCE COMMITTEE

→ NCAL's Workforce Committee is committed to identifying, developing, or providing tools and resources to NCAL members that improve and assist with workforce retention and recruitment.

GUIDING PRINCIPLES FOR LEADERSHIP

Combining NCAL's commitment to quality and the workforce, NCAL proudly released its "Guiding Principles for Leadership." The guidance identifies for assisted living managers the key personal traits that are necessary for successful, quality operations. The content is based on published research on leadership. The Guiding Principles are available to NCAL members.

CARING FOR OUR CAREGIVERS

In 2004, NCAL embarked upon the Caring for Our Caregivers national initiative. It has transformed, however, into a joint endeavor between NCAL and AHCA. In 2009, the Caring for Our Caregivers Web-based resource debuted to assist providers in retaining their greatest asset— caregiving staff. There is significant research showing that satisfied and happy staff contribute to a greater quality of life and provide

a better quality of care for the residents. Research also shows that a satisfied and committed staff means fewer staff accidents and injuries and an improvement in the overall performance of the community.

The Web page contains links to research and resources that providers can use to implement improved processes and programs that increase workforce retention. The page categorizes the resources under the following headings:

- Reward and Recognitions,
- Employee Development,
- Employee Satisfaction,
- Leadership,
- Recruitment, and
- Retention.

NCAL AWARDS

Another of the Caregiving for Our Caregivers initiatives is NCAL's national awards program recognizing the exemplary work of members' employees. The Awards began with one category: the NCAL Noble Caregiver Award, adding in subsequent years the Administrator of the Year Award, and the National Assisted Living Week (NALW) Programming Award. The programming award recognizes a community for a week of outstanding activities that integrate residents,



family members, volunteers, staff and the surrounding community based on the NALW previous year's theme.

The three 2009 Award winners are:

- **NCAL Administrator of the Year Award**
Karen Vorse, Administrator, The Village at Regional West, Scottsbluff, Neb.
- **NCAL Noble Caregiver In Assisted Living Award**
Darlene Vorrius, LPN, The Chelsea at Tinton Falls, Tinton Falls, N.J.
- **NCAL National Assisted Living Week Programming Award**
Northern Hills, Lynn Fleckenstein, Activity Director, Sioux City, Iowa.

NATIONAL ASSOCIATION OF HEALTH CARE ASSISTANTS

In 2009, NCAL began a collaborative relationship with the National Association of Health Care Assistants (NAHCA) as part of its Caring for Our Caregivers

initiative. NCAL recognized that NAHCA is the leading organization for frontline caregivers and a remarkable resource for providers looking to improve their staff recognition programs. NCAL views this collaborative relationship as a major step forward in meeting its goal of identifying resources for the NCAL membership to improve staff satisfaction and workforce retention rates.

NAHCA provides tools and benefits to caregivers such as affordable insurance plans, assistance with family issues and personal emergencies, and online continuing education and certification programs, as well as monthly communications to members. NCAL is working with its state affiliates to promote this opportunity to assisted living members.




In addition, NCAL has been working with its state affiliates to support the American Assisted Living Nurses Association (AALNA) programs and its annual convention.

MEMBER SERVICES AND DEVELOPMENT

➔ NCAL is a federation comprised of state NCAL affiliates. NCAL's mission includes providing programming, marketing, and services to these affiliates. Under NCAL's Business Development Committee's direction, marketing support, professional networking, education, and programs are designed, developed, and offered to all state affiliates.

NEW AFFILIATES

State affiliates are vital to NCAL's function as a national advocate and provider of professional education. In 2009, NCAL gladly welcomes three new affiliates:

- Tennessee Center for Assisted Living,

- Wisconsin Center for Assisted Living, and

- New York State Center for Assisted Living.


All three were launched with marketing assistance from NCAL. We warmly welcome our new affiliates and their members to the association.

NATIONAL ASSISTED LIVING WEEK®

NCAL established National Assisted Living Week in 1995 as a way to promote assisted living to the public. Every year, numerous local newspapers and television stations cover NALW activities in the



participating residences. NCAL identifies the theme, which in 2009 is “Traditions of the Heart,” and then produces a planning and product guide, a line of products with the logo, and sample materials for providers to use to invite the surrounding community into its residences during the week. NCAL also established NALW.org, where resources and information can be found year-round. The 2010 celebration will take place Sept. 12 -18, 2010.

NCAL DAY

In 2008, more than 150 people participated in the 2008 NCAL Day held on the opening day of the 59th AHCA/NCAL Annual Convention & Exposition in Nashville, Tenn. Back by popular demand, the 2009 NCAL Day marks its third consecutive year. This year’s NCAL Day had Ken Schmidt, the former Harley Davidson communications director and branding guru, as keynote speaker. Attendees also learned best practices from a panel of chief executive officers and senior executives, how to drive census through effective sales management, the importance of first impressions, and learning from providers in opposite operating contexts: Rural vs. Urban, Big vs. Small.

NCAL WEB SITE

NCAL unveiled its redesigned and improved Web site at the 60th AHCA/NCAL Annual Convention & Expo in Chicago. The new look and improved navigational tools are necessary in today’s high speed world. A new feature is assisted living news headlines on the home page, which are updated every business day. Ensuring that NCAL’s member constituencies provided input in the design, NCAL created a workgroup with members from the Board of Directors, state affiliates, and State Leaders. The new site completes the first phase of the project, with more enhancements planned for 2010.

PROFESSIONAL KNOWLEDGE

NCAL obtained membership discounts for Provider Management Education Services’ online assisted living administrator certification and secondary training programs.

Throughout the year, NCAL offered professional education in conjunction with Seattle-based law firm Lane Powell, through an online Webinar series. The following is the 2009 lineup of Webinar programs:

- **H**ow the New American With Disabilities Act (ADA) Amendments Impact Assisted Living and Nursing Home Workplace Policies and Practices
- **M**anaging Immigration Compliance in the Workplace
- **M**arketing Your Assisted Living Community: Avoiding Risky Pitfalls

Legal issues briefs accompanied the Webinars on the ADA Amendments and Marketing Your Assisted Living Community.

ENERGY STAR:

NCAL, in conjunction with the Environmental Protection Agency’s ENERGY STAR program, promoted the following Webinars that would help providers save money through energy conservation:

- **I**s My Senior Care Facility Energy Efficient?
- **S**enior Care Benchmarking Energy Performance Using EPA’s Portfolio Manager
- **E**ngaging Employees and Senior Care Residents to Save Energy
- **E**nergy Conservation: The Next Frontier for Senior Care Cost Savings

The Webinars may be viewed at <https://energystar.webex.com>, click on “Recorded Sessions.”

MEMBER COMMUNICATIONS/PUBLIC AFFAIRS

NCAL members are kept informed of activities and developments through NCAL’s various publications. NCAL and AHCA public affairs staff keep the media informed. The highlights of 2009 include:

- **N**CAL Focus, a printed monthly newsletter covering news, management, and policy stories



underwent a graphic transformation. Moving from three to four colors and improved graphic capability, the new design of NCAL Focus debuted with the April 2009 edition.

- **Public Affairs:** NCAL's Executive Director David Kylo and AHCA President and Chief Executive Officer Bruce Yarwood had lunch with CBS Face The Nation host and venerable political broadcast journalist Bob Schieffer. Kylo and Yarwood discussed the long term care issues.
- **Press Coverage:** NCAL continues to be seen as a resource for national media such as The Baltimore Sun, the Washington Post, Sarasota Herald Tribune, and the Dallas Morning News.

CONSUMER RELATIONS

➔ NCAL's Consumer Relations Committee works to develop tools that promote positive experiences and perceptions of assisted living to consumers and the general public.

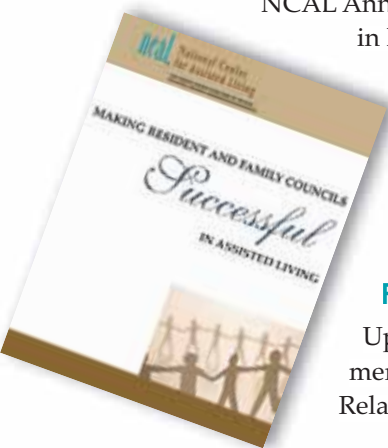
NCAL PAMPHLET EARNS NATIONAL AWARD



In June, the 2009 National Mature Media Awards recognized NCAL's "Making Resident and Family Councils Successful in Assisted

Living" with a bronze Merit Award. The pamphlet encourages providers to support resident and family councils and maximize the councils' feedback to improve quality of care and satisfaction by explaining the various ways a provider can host the councils.

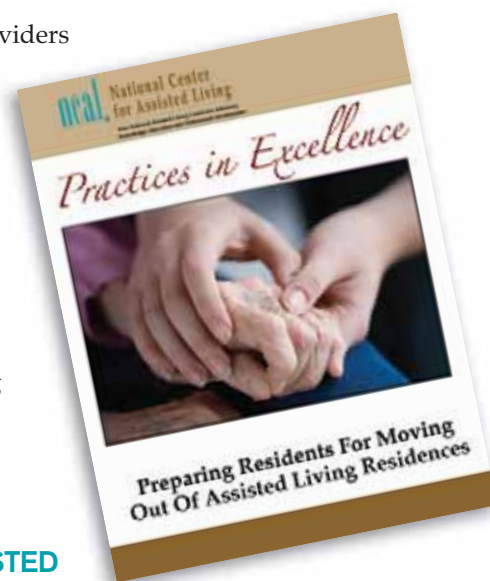
The pamphlet debuted at the 2008 59th AHCA/NCAL Annual Convention and Exposition in Nashville, Tenn. The brochure content was developed under the leadership of the NCAL Consumer Relations Committee.



PREPARING RESIDENTS FOR MOVING OUT

Upon suggestions from its own membership, the Consumer Relations Committee developed an

in-service tool for providers titled, "Practices in Excellence: Preparing Residents to Move Out of An Assisted Living Residence." This resource informs providers about the different aspects involved in preparing residents to move out of an assisted living community.



MARKETING ASSISTED LIVING COMMUNITIES TO LOCAL GROUPS

Providing members with a prepared marketing PowerPoint, the committee posted "Understanding Assisted Living Key Facts and Tips." The presentation contains a script for members to use during presentations at local business, civic, or service group meetings. Providers can also customize the presentation to include photos or statistics of their own communities.

CONCLUSION

➔ 2009 has been a banner year for NCAL despite the nation's economic challenges and increased congressional activity. We have advanced several policy and regulatory issues, built a bigger advocacy and grassroots program, added new quality and workforce programs, improved membership communication vehicles, helped our state affiliates grow their memberships, and added groundbreaking programs and guidance that will continue to move our profession forward.

ncal[®]

1201 L STREET NW
WASHINGTON, DC 20005

WWW.NCAL.ORG
202.842.4444



Photo by: Kyle Vickers