A Powerful Voice for the Profession
AHCA/NCAL’S MISSION:

Improving lives by delivering solutions for quality care.

The American Health Care Association (AHCA) is a non-profit federation of affiliate state health organizations, together representing more than 12,000 non-profit and for-profit nursing center, assisted living, developmentally disabled, and subacute care providers that care for the millions of elderly and individuals with intellectual and developmental disabilities each day.

The National Center for Assisted Living (NCAL) is the assisted living voice of the 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 is backed by the strongest and most influential long term care advocacy team in the country.

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We have accomplished many things in the past year at AHCA/NCAL. As Henry Ford said, “Coming together is a beginning; keeping together is progress; working together is success.” In the past year, I have seen our progress transform into success, and I am excited to share the Association’s achievements in this year’s AHCA/NCAL Annual Report.

In 2013, we had several important unions. The AHCA/NCAL membership welcomed the addition of the excellent advocates at the Alliance for Quality Nursing Home Care (“Alliance”), who joined the Association and brought with them their experience and insight. As part of this coming together, we gained the membership of HCR ManorCare and Medical Facilities of America. AHCA/NCAL was also thrilled to announce that the Illinois Health Care Association is once again a part of the Association, joining the ranks of our outstanding state affiliates. In addition, our assisted living and not for profit membership reached record highs. There is no stronger testimony of an association than the trust of its members.

Over the past year, you—our members from coast to coast—have been a united voice in the face of government shutdowns and the threat of further reductions to the profession. The fortitude and determination of our members has resulted in demonstrated progress in nearly every aspect of our efforts: the profession has prevented major cuts to the sector—a critical achievement that required the work of members in their districts and here in Washington. With the support of the affiliates and their fundraising events in their states, the AHCA/NCAL PAC exceeded all fundraising goals for 2013. Membership turned out in droves for our annual events and, in doing so, continued to fortify our growing network of professionals.

And for 2014, it will be essential that we continue to work together. We must be proactive in our pursuit of Improving Lives by Delivering Solutions for Quality Care. The work of this profession will never be something that can be checked off. There can be no ribbon-cutting ceremony, no awards or medallions that tell us our job is finished. We can always do more to improve lives. We can continue to develop solutions that enable our members to do their jobs better, more efficiently and with enough funds. We must always raise the bar on quality care and what it looks like in our centers.

Through our important partnerships with members and vendors, our work as a staff here in Washington, D.C., and throughout the states, and our determination to live out our mission, AHCA/NCAL will seek to remain the leading voice for the profession. We will come together, stay together, and work together. I am inspired by the potential for real progress and success of this Association, and I look forward to working with you in the year ahead.

Mark Parkinson
AHCA/NCAL President & CEO
AHCA/NCAL is the nation’s leading association representing long term and post-acute care facilities. Members represent many facets of long term and post-acute care, ranging from independent owners to multifacility corporations. The Association is committed to developing necessary and reasonable public policies to balance economic and regulatory principles to support quality care and quality of life for the millions of individuals who require our services.

Members are dedicated to pursuing the Association’s mission: To improve lives by delivering solutions for quality care.

“AHCA/NCAL has reached record membership numbers, representing providers and those they care for from every subset of our sector—Independent owners, non-profit and regional centers. That record membership is because our members see a future teeming with promise.”

—Mark Parkinson, AHCA/NCAL Press Release, May 2013

AHCA/NCAL membership reached record numbers.*

*Membership data as of 12/26/2013

AHCA united with the Alliance for Quality Nursing Home Care (Alliance) to form a singular advocacy association.

The Illinois Health Care Association (IHCA) rejoined AHCA/NCAL.

Not for Profit (NFP) and Assisted Living membership, in particular, are on the rise:

- Skilled nursing members: 9,053
- Assisted living/Skilled nursing members: 654
- Assisted living members: 2,573
- Total membership: 12,280

Through the joining of the two organizations, AHCA/NCAL welcomed new members HCR ManorCare and Medical Facilities of America.

This brought in 200 additional members across the skilled nursing and assisted living care spectrum.

- 26 percent of AHCA/NCAL members are NFP, of which 43 percent are assisted living communities.
- NCAL membership grew by 13,834 member beds, or a 9.5 percent increase, in 2013.
Moving the Profession Forward

The challenge of many associations is to find balance between managing areas of strength while also finding areas to improve. Through its elected and appointed leadership, AHCA/NCAL aims to enhance current services and programs and also grow in the pursuit of an even stronger Association.

AHCA AND NCAL LEADERSHIP

AHCA/NCAL elected new leadership for the 2014 AHCA Board of Governors and NCAL Board of Directors.

Election Fast Facts:
- The Council of States elects AHCA’s Board of Governors.
- Current NCAL Board members and NCAL State Leaders elect new members of the NCAL Board of Directors.

Diversity in Representation:
- AHCA has secured specific constituency representation for member groups such as independent owners, not for profit centers, regional multifacility and national companies.
- The Board is host to leaders in specialized care, including Alzheimer’s and dementia.
- Board members range from small, independent facility administrators to large multifacility corporation owners.

AHCA Board of Governors
- Len Russ (NY) Chair
- Lane Bowen (KY) Vice-Chair
- Robin Hillier (OH) Secretary/Treasurer
- Neil Pruitt Jr. (GA) Immediate Past Chair
- Michael Wylie (PA) Executive Committee Liaison
- Paul Liistro (CT) At-Large Representative
- Deborah Meade (GA) At-Large Representative
- David Norsworthy (AR) At-Large Representative
- Frank Romano (MA) At-Large Representative
- Tom Coble (OK) Independent Owner Representative
- Tim Lukenda (WI) Multifacility Representative
- Gary Kelso (UT) Not-For-Profit Representative
- Glenn Van Ekeren (NE) Regional Multifacility Representative
- Patricia Giorgio (IA) NCAL Representative
- John Poirier (NH) Affiliated State Health Care Association Executives (ASHCAE) Representative
- Shawn Scott (AZ) Associate Business Member (ABM) Representative

NCAL Board of Directors
- Patricia Giorgio (IA) Chair
- Chris Mason (OR) Vice-Chair
- Ashley Blankenship (AR) Secretary-Treasurer
- Mike Shepard (AR) Immediate Past Chair
- Helen Crunk (NE) At-Large Representative
- Denise German (KS) At-Large Representative
- Gerald Hamilton (NM) At-Large Representative
- Marcia Hamilton-Cotter (MN) At-Large Representative
- Steven Heaney (NJ) At-Large Representative
- Michele DeClemente-Hughes (NJ) At-Large Representative
- Jeaneen Jaekels (MN) At-Large Representative
- Carmy Jerome (CO) At-Large Representative
- Mark Maxfield (ID) At-Large Representative
- Joe Perkin (KS) At-Large Representative
- Laurie Shepard (MI) At-Large Representative
- Dee Thieme (WI) At-Large Representative
- Kristin West (OH) At-Large Representative
- Rod Wolfe (TN) At-Large Representative
- Lane Bowen (KY) AHCA Vice-Chair
- Dick Herrick (NY) ASHCAE Vice President
- Cindy Luxem (KS) ASHCAE Representative
- Angie Szumlinski (MI) ABM Representative
- Len Russ (NV) AHCA Chair
Quality Improvement

AHCA/NCAL remains steadfast in its pursuit of quality care. Through connecting centers to valuable resources and developing innovative solutions for stakeholders, AHCA/NCAL strives to put the long term and post-acute care sector at the quality forefront of our nation’s health care delivery system.

THE QUALITY INITIATIVE

Launched in early 2012, the Quality Initiative is a three-year effort that builds upon the existing work of the profession by setting specific, measurable targets to further improve the quality of care in America’s skilled nursing care centers and assisted living communities. AHCA/NCAL members are encouraged to reach defined, concrete goals in four areas: hospital readmissions, staff stability, customer satisfaction and the off-label use of antipsychotic medications. Information on the NCAL Quality Initiative goals is available on page 16 of this report.
AHCA Member Progress

BY MARCH 2015

Safely reduce the number of hospital readmissions within 30 days during a SNF stay by 15%.

UPDATE
- 3.3 percent reduction among AHCA members from 18.3 percent to 17.7 percent*
- 2,128 member centers have already achieved the three-year, 15 percent reduction
- 24,500 readmissions have been averted in AHCA member centers
- $250 million in estimated savings to the health care system

BY MARCH 2015

Reduce turnover among nursing staff (RN, LPN/LVN, CNA) by 15%.

UPDATE
- Still analyzing the 2012 Staffing Survey

BY MARCH 2015

Increase the number of customers who would recommend the facility to others up to 90%.

UPDATE
- The AHCA Customer Experience Committee is developing a set of 10 core customer satisfaction questions to measure satisfaction across all nursing centers nationwide
- AHCA will then submit them to the National Quality Forum (NQF) for endorsement
- Working with survey vendors, the Association will use the questions to ensure satisfaction in the long term and post-acute care profession

BY DECEMBER 2013

Safely reduce the off-label use of antipsychotic drugs by 15%.

UPDATE
- 13.0 percent reduction among AHCA members from 23.8 percent to 20.7 percent*
- 3,660 member centers have achieved a 15 percent reduction
- 19,600 individuals in AHCA member centers are no longer receiving these medications

Quality Initiative Recognition Program

The Quality Initiative Recognition Program, created in 2013, is an annual program designed to recognize AHCA nursing center members that demonstrate the attainment of one or more of the four AHCA Quality Initiative goals. The program follows a tier system: the more goals a member achieves, the more recognition they receive. Achievers are recognized at AHCA/NCAL’s Quality Symposium. In 2013:

6,206 SNF Members Honored
Tier I 3,752 member centers
Tier II 1,939 member centers
Tier III 447 member centers
Tier IV 68 member centers

Achievers by Goal
Hospital Readmissions 2,720 member centers
Staff Stability 1,364 member centers
Customer Satisfaction 825 member centers
Antipsychotics 4,334 member centers

State Affiliate Innovation Award Winners
- Kentucky Association of Health Care Facilities
- Massachusetts Senior Care Association

*Membership data as of 12/26/2013
THE AHCA/NCAL NATIONAL QUALITY AWARD PROGRAM

The AHCA/NCAL National Quality Award Program is a progressive, three-step program based on the nationally recognized Baldrige Performance Excellence criteria. Centers that participate in the program must showcase detailed and comprehensive demonstrations of systematic quality performance and organizational effectiveness. The AHCA/NCAL National Quality Award program is a member of the Alliance for Performance Excellence, an association of the 39 recognized Baldrige-based award programs in the nation. As of 2012, the AHCA/NCAL program is the largest of these programs, with a volume of applications that exceeds all of the other 38 programs and the National Baldrige program combined.

Quality Award recipients:
- Have better performance than other centers nationwide on their overall, staffing and quality measure Five Star ratings.
- Are more likely to be deficiency free.
- Have better performance on the AHCA/NCAL Quality Initiative Goals.

Since its inception in 1996, the Quality Award Program:
- Has received more than 8,500 applications.
- Has issued more than 3,500 Quality Awards.

In 2013 AHCA/NCAL Members received:

More than 180 Examiners participated in the program by thoroughly reviewing each application assigned to them. There were more than 920 applications submitted in 2013.

Additional information and resources: qa.ahcancal.org
LONG TERM CARE TREND TRACKER

LTC Trend Tracker is a free, online tool available to all AHCA members. Facilities can access performance reports to help track, organize, and compare clinical, quality and financial operations data over time.

More than 5,900 organizations use LTC Trend Tracker.

NEW
- In 2014, AHCA will release a new version of LTC Trend Tracker to all members.
- Through the new PointRight OnPoint-30 rehospitalization measure, members can gather and benchmark their hospital readmission rates.
- LTC Trend Tracker now features LTCTT Data Download, which allows organizations to download multiple facilities’ level information in one spreadsheet.
- Discharge to Community Measure compares and contrasts an organization’s discharge rate to home or other non-institutional setting.

Additional information and resources: ltctrendtracker.com
Research

To understand where the Association is heading, it is important to know where we’re starting. The AHCA/NCAL Research Department helps answer that question by creating a comprehensive view of the profession. Providing data on both national and state levels enables the Association and state affiliates, as well as member centers, to identify trends and statistics in the profession and set progressive goals.

In addition to daily support, the Research team provides specific insights and support to:
- AHCA/NCAL Quality Initiative
- The Quality Initiative Recognition Program
- AHCA Quality Report
- Post-acute quality measure development
- LTC Trend Tracker
- AHCA Staffing Survey Report
- National and state trends and statistics
- Reimbursement and quality issues and reports

Reimbursement

AHCA/NCAL is committed to keeping members informed about policy, budget and legal implications of evolving health care programs. In 2013, the Association formed specific workgroups dedicated to evaluating important reimbursement programs. In addition, AHCA/NCAL launched an Affordable Care Act resource website to ensure that long term and post-acute care centers are educated about and compliant with the legislation.

Additional information and resources: ahcancal.org/affordablecareact

ASSOCIATION EXPERTISE

Medicare
- Medicare Part A
- Medicare Part B Therapy
- Medicare Advantage

Medicaid
- Future Reform Strategies
- Original Medicaid Research
- Medicaid Managed Long Term Care Services and Supports (LTCSS)
- Medicaid Clearinghouse

Delivery System Innovation
- Accountable Care Organizations
- Bundling
- Dual Integration
- State Innovation Models

Legal
- AHCA Legal Actions
- Integrity
- Plaintiff Attorneys
A Political Force

As the largest association representing long term and post-acute care centers, AHCA/NCAL considers its role to be a leading voice for the profession. By harnessing the expertise of both our internal and external government affairs teams, AHCA/NCAL serves as a conduit for discussion between our state associations and policymakers in Washington, D.C. AHCA/NCAL also works to ensure that Members of Congress and our nation’s leadership understand that decisions made on Capitol Hill impact providers and individuals across the country.

**Legislative Efforts**
- Targeted outreach to House and Senate leadership
- Expanded focus on Republican and Democratic Governors Association (RGA/DGA) relationships

**Grassroots Campaign**
- Five fly-in events with a total of more than 500 in-person meetings with Congressional offices
- 62,000 active advocates who sent 6,955 letters to Congress
- 133 non-fundraiser tours
- 109 Advocacy boxes sent to centers

**Political Action Committee**
- 2013 Goals:
  - $1,000,000 in hard money
  - $1,200,000 in soft money
  - 135 political events
- 2013 Money Raised:
  - $2,722,075 in hard money raised for AHCA PAC, candidates and national party committees
  - $1,656,132 in soft money raised
  - 159 political events; 89 in district and 70 in Washington, D.C.
  - Strategic delivery of resources to the National Party Committees
  - Leverage dollars to host local and in-district fundraisers
  - Identification and prioritization of soft-dollar fundraising opportunities

Additional information and resources:
www.ahcancal.org/advocacy

Save Our Seniors

In 2013, AHCA/NCAL launched Save Our Seniors, an online advocacy effort that embraces the power of social media. Save Our Seniors has a group of 15 Social Media Super Advocates from across the spectrum of long term and post-acute care who exchange advocacy ideas, share content and work to unify the profession’s message.

14 Members of Congress follow @SaveSeniors online
Public Affairs

In AHCA/NCAL member centers, people are changing lives every day. The Public Affairs team works to ensure that we get the word out about the importance of this profession and that the state affiliates have the resources and tools to share their messages effectively. By communicating with the press, the public and the nation's leaders, the Association can advance its mission and vision for the long term and post-acute care profession.

In 2013, the AHCA/NCAL Public Affairs department provided media, communications or issue support to every state in the Association.

WE ARE THE SOLUTION

In September, AHCA/NCAL launched a four-month advocacy media campaign to champion the message: *We are the Solution*. The campaign highlights the Association’s proactive efforts to find policy solutions that work to save Medicare money and enhance the lives of patients and residents in long term and post-acute care centers.

**CAMPAIGN HIGHLIGHTS:**
- $1 million invested
- Features print, radio, online and national television advertisements
- Reaching House and Senate leadership and Capitol Hill staff

INCREASING VISIBILITY

AHCA/NCAL set goals this year to expand multimedia communications to connect with members, press and the general public.

- More than 2,000 fans
- Increase of 29 percent in 2013

- More than 4,200 followers
- Increase of 28 percent in 2013

- Nearly 20,000 views to AHCA/NCAL videos in 2013

Additional information and resources:
[ahcancal.org/solutions](http://ahcancal.org/solutions)

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Public Education & Communications Campaign

Launched in 2011, the Public Education and Communications Campaign (PECC) seeks to improve the public's perception of the long term care profession and educate the public on types of care provided to millions of Americans.

In its initial phases, the PECC was focused largely on educating members of the general public. In 2013, however, the campaign shifted toward a new audience: Members of Congress and their staffs. By targeting this specific group of people who influence long term care policy, the campaign served a dual purpose: education and advocacy.

**LOOKING FORWARD**

In 2014, the PECC is returning its focus to the states through an enhanced website, a more robust social media presence and continued creation of articles, blogs, videos and marketing tools.

Additional information and resources:
[www.CareConversations.org](http://www.CareConversations.org)
Provider Magazine

2014 marks Provider’s 40th anniversary. For the last four decades, Provider has covered the long term and post-acute care profession for its more than 52,000 readers who work in skilled nursing care centers, assisted living residences, and other elder-care settings.

FEATURES:
- Provider’s annual feature, 20 To Watch, launched in early 2013, recognizes committed, compassionate, and proactive people in long term and post-acute care.
- Provider now features the special guest series of its blog, ProviderNation, in the print edition.
- Each June, Provider publishes the Top 50 Largest Nursing Home Companies and the Top 40 Largest Assisted Living Companies, the profession’s longest-running, independently researched rankings of companies that serve individuals in senior living settings.

Additional information and resources:
providermagazine.com

Follow us on Facebook for more news and features.
Follow us on Twitter: @ProviderMag

Sign up for Provider’s blog, ProviderNation, at ProviderNation.wordpress.com and email sjohnson@providermagazine.com to receive electronic news blasts.
Member Services

As members of AHCA/NCAL, long term and post-acute care providers and vendors are equipped with the education, resources, programs and products they need to continue excelling in their work in the long term and post-acute care profession.

EDUCATIONAL RESOURCES

- Gero Nurse Prep prepares RNs as they attain national certification as Gerontological Nurses. AHCA/NCAL is proud to sponsor this online certification training program in partnership with the University of Nebraska Medical Center.
- AHCA/NCAL offered more than 52 webinars in 2013:
  - 3,770 active participants in the webinars
  - 4,704 accessed archived webinars

More than 600 individuals have enrolled in Gero Nurse Prep and more than 150 have passed the exam to become Board-Certified Gerontological Nurses.

PREFERRED PROVIDER PROGRAMS

New in 2013: AHCA/NCAL Insurance Solutions Program

- The AHCA/NCAL Insurance Solutions program is exclusive to members and offers health insurance options, voluntary benefit packages, and an aggressive Stop-Loss insurance program.
- The program also includes access to the AHCA/NCAL Insurance Marketplace, powered by Benefitfocus. The marketplace is a cloud-based human resources services platform that will help members achieve savings and greater efficiencies on HR services within their company, while also tracking and reporting on key Affordable Care Act requirements.

AHCA/NCAL members can take advantage of exclusive discounts designed to help members save on everyday products ranging from apparel to shipping services. Our Preferred Providers that offer discounts include:

- APPI Energy
- CommPartners
- Employee Relations, Inc.
- FedEx
- FTD
- Everbridge
- PartnerShip
- TSYS Merchant Solutions

ASSOCIATE BUSINESS MEMBERS

AHCA/NCAL’s Associate Business Member (ABM) program is designed for companies that share a genuine interest in furthering the quality of long term and post-acute care and are dedicated to the success of the profession. Our ABMs help support important AHCA/NCAL programs and services as well as our advocacy and policy efforts. Currently, 145 companies are ABMs who work in fields ranging from transportation to legal services. ABMs benefit from special discounts and value-adding services, key networking and member access opportunities, critical information on the profession, and involvement in advocacy and grassroots programs.

Additional information and resources:

ahcabenefits.com or ncalbenefits.com
Events

Through its annual events and meetings, AHCA/NCAL unites thousands of long term and post-acute care professionals from across the nation. Members have many opportunities throughout the year to share stories, network, and learn more about the profession.

“The conference was completely inspiring and motivating. It reaffirms why I love what I do each day! The passion in the presentations to provide the highest quality environment for our staff and residents was exceptional.”

– Linda Olore, Administrator, Fallbrook Woods

ANNUAL EVENTS

100 Continuing Education Units offered at seven events

Quality Symposium
New Orleans, Louisiana
February 10-12, 2014
Practical, real-world ideas and solutions are provided to attendees who strive to achieve excellence across the operational and care spectrums.

NCAL Spring Conference
Las Vegas, Nevada
March 10-12, 2014
A conference focused on improving, enhancing and celebrating assisted living facilities.

Independent Owners Conference
Las Vegas, Nevada
March 12-14, 2014
Designed exclusively for independently-owned facilities, this conference examines the unique challenges these providers are tackling.

Congressional Briefing
Washington, D.C.
May 20-21, 2014
The Washington gathering allows hundreds of providers to meet their Members of Congress in person and discuss legislative issues facing residents, families and communities.

Annual Convention and Expo
Washington, D.C.
October 5-8, 2014
The must-attend event for long term and post-acute care professionals to learn, network and celebrate the work we do.

FEATURED SPEAKERS

In 2013, attendees at AHCA/NCAL events had the opportunity to hear from distinguished speakers, ranging from politicians to authors to surgeons. These speakers shared their experiences of world-class leadership, innovation and success.

Dr. Benjamin Carson, Sr.
New York Times Best Selling Author and world-renowned surgeon

Bobby Jindal
Louisiana Governor

John Nance
Aviation and Healthcare expert

Nick Tasler
Best Selling Author on Leadership

Amy Walter
National Editor—The Cook Political Report

Steven B. Wiley
Leadership expert
National Center for Assisted Living

NCAL’s mission to lead the assisted living profession through public policy advocacy, knowledge, education and professional development expanded in 2013. With record membership numbers and enhanced member services, NCAL is actively promoting and enhancing quality care in assisted living residences across the country.

IMPROVING QUALITY CARE

- NCAL continued to be at the forefront of quality for assisted living through our ground-breaking collaboration with a Patient Safety Organization (PSO). This critical initiative allows NCAL members to collect and benchmark key clinical performance data that will help them thrive in the new post-acute care marketplace.
- The NCAL Quality Initiative sets specific, measurable targets to further improve quality of care in America’s assisted living communities. In 2013, NCAL members have worked toward reaching these defined goals in four core areas.
- Launched the NCAL Quality Initiative Recognition program. The Association conducted surveys and published findings of NCAL’s performance measures related to quality of life and employee vacancy, retention and turnover in assisted living communities.
- Actively participated in the development of the Facility Guidelines Institute’s new architectural standards for assisted living.
- A white paper was released in 2013, developed from a meeting of dementia experts from across the country. This paper focuses on providing quality care to persons with dementia.

IN WASHINGTON

- Led the charge against a proposed definition of home and community-based settings under Medicaid by meeting with key members of the Administration and bringing NCAL members to Washington, DC to share their concerns with their Members of Congress.
- Met with key leaders of the Senate Special Committee on Aging to discuss NCAL’s aggressive quality agenda.
- Worked closely with the Centers for Disease Control and Prevention’s Center for Health Statistics on its second national survey of assisted living.

GROWING MEMBERSHIP

- NCAL grew membership beds by 9.5 percent in 2013, more than tripling its goal of three percent growth.
- Six state affiliates added full-time assisted living staff members to their teams as membership grows throughout the country.

ASSISTING MEMBERS

- Delivered presentations at more than 35 state affiliate conventions and other national meetings.
- Published the NCAL 2013 Assisted Living State Regulatory Review which details the continuously evolving state regulatory environment.
- Received the 2013 Mature Media bronze award for NCAL’s 2012 National Assisted Living Week program guide.
- Provided excellent educational and networking opportunities for members through our 2nd Annual Spring Conference and 7th Annual NCAL Day.