**VISION** NCAL is dedicated to promoting high quality, principle-driven assisted living care and services with a steadfast commitment to excellence, innovation, and the advancement of person-centered care.

**MISSION STATEMENT** NCAL’s mission is to lead the assisted living profession through public policy advocacy, knowledge, education, and professional development.

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Dear NCAL Members:

This has been an outstanding year for our profession.

Using all our advocacy tools, grassroots, lobbying, submitting comments, emails and legislator tours of communities, meeting legislators in their districts and on Capitol Hill—we successfully delivered the message to the Centers for Medicare & Medicaid Services (CMS) that they must improve their proposed rule that threatened those in our communities who use the Medicaid waiver program.

At a critical juncture in the government’s rulemaking process, we demonstrated our political strength when NCAL led a meeting with Administration officials to express our concerns about the negative impact the rule could have on assisted living residents. Through the engagement of our broad-based membership on the Hill and with CMS, our major concerns were addressed early in 2014 and residents will be able to remain at the assisted living and residential care communities they and their families originally chose.

In the quality arena, we took unprecedented action for our profession and established the National Patient Safety Organization (PSO) for Assisted Living. Through the PSO, members can submit clinical performance data to track reductions in hospital readmissions and reductions in the use of off-label antipsychotic medications.

We also made tremendous strides with the AHCA/NCAL Quality Initiative through numerous educational programs and new tools to help members improve performance and achieve the four Quality Initiative goals.

NCAL’s cutting edge professional education agenda at the 7th annual NCAL Day attracted a record number of attendees. Our 2013 NCAL Spring Conference also received high marks for the quality of the educational programming. We are excited about the plans for the 3rd annual NCAL Spring Conference in March 2014.

Together, these outstanding advocacy efforts, quality initiatives, and professional education programs contributed to record-setting membership growth.

As I look back over my time as chair, I am grateful for the opportunity to serve you by providing resources that support your dedication to delivering high-quality innovative care and services to our residents.

Regards,

Mike Shepard
NCAL’s Advocacy Impacts Federal Policy

NCAL effectively mobilized our membership, lobbyists and staff to contact Members of Congress and to work with federal officials to advocate on behalf of members’ interests.

The Home-and Community-Based Settings Definition

NCAL’s main policy concern in 2013 was the CMS proposed rule defining home- and community-based services (HCBS) settings under Medicaid. The proposal would have eliminated many assisted living settings from Medicaid waiver programs. NCAL and its members used all the available advocacy tools to successfully educate members of Congress and officials at CMS about the importance of keeping assisted living as a Medicaid HCBS option for low income residents.

- Educated key members of Congress, officials at the Department of Health and Human Services and CMS about the consequences of displacing residents from their assisted living communities.

- Successfully urged federal legislators to send letters to the CMS Administrator expressing concern that the proposed rule contained language that threatened to cut off Medicaid coverage for thousands of assisted living residents.

- Led a team of key stakeholders to a pivotal meeting with OMB and Administration officials. During that meeting, AHCA/NCAL CEO Mark Parkinson explained the importance of keeping assisted living as an option for Medicaid waiver beneficiaries and pointed out that provisions in the proposed rule would force a large number of Medicaid recipients into higher cost settings.

Development of Architectural Standards

- Served as the assisted living voice for the entire industry in the development of the new Guidelines for Design and Construction of Health Care Facilities—a tool used by state and federal agencies to regulate future health care facility design and construction in the United States. Four NCAL leaders successfully worked with the Facility Guidelines Institute’s experts to ensure that the final guidelines were practical and reasonable.

State Regulatory Review Impact

- Published the NCAL Assisted Living State Regulatory Review 2013 which summarized changes made to state assisted living regulations, statutes, and policies during 2012. State regulators frequently use this annual report to review developments in other states. It also is widely distributed to federal policymakers, regulators, members of Congress, state regulators, media, and researchers. This public resource demonstrates that states are actively and effectively regulating assisted living.
Innovative Quality Programs

NCAL continued its exceptional commitment to quality innovation in 2013, launching the National Patient Safety Organization for Assisted Living. NCAL also created a recognition plan for the Quality Initiative, providing a way to recognize communities on the path to quality improvement.

National Patient Safety Organization for Assisted Living

• Established the National Patient Safety Organization (PSO) for Assisted Living for NCAL members working in collaboration with the New Jersey Hospital Association’s Institute for Quality and Patient Safety.

• Provides a tool for members to track and benchmark key clinical data that has never been collected before on a national scale. Enrollment began in December with data collection beginning on Jan. 1, 2014.

• Resources explaining the benefits of joining the PSO can be found at www.NCALPSO.org.
Quality Initiative Resources and Recognition

The Assisted Living Quality Initiative Goals

- Safely reduce hospital readmissions by 15 percent
- Increase staff stability by maintaining nursing staff turnover below 30 percent
- Increase customer satisfaction to 90 percent
- Safely reduce the off-label use of antipsychotics by 15 percent.

- Developed Quality Initiative resources including:
  - Getting Started Checklist
  - Anti-psychotic medication consumer fact sheet
  - Webinars such as “Safely Reducing the Off-Label Use of Antipsychotics” and “Referral Partnerships: A Data Driving Approach to Cross Continuum Healthcare Coordination.”

- Recognized 225 NCAL members who have achieved one or more of the Quality Initiative goals. These members were publically recognized at the Quality Symposium in February 2014.

The Prestigious AHCA/NCAL Quality Awards

- Launched a campaign for the assisted living Bronze level award recognition program that increased applications by 57 percent over 2012. In total, 36 NCAL members earned a Bronze National Quality Award.

- Recognized five NCAL members who received the Silver AHCA/NCAL National Quality Award.

Fourth Annual Performance Measures Report

2013 NCAL Performance Measures Survey Report

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Description</th>
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<tbody>
<tr>
<td>99.2%</td>
<td>Conducted criminal background checks on new all employees</td>
</tr>
<tr>
<td>97.8%</td>
<td>Reviewed incident reports for residents</td>
</tr>
<tr>
<td>97.6%</td>
<td>Reviewed incident reports for staff</td>
</tr>
<tr>
<td>95.8%</td>
<td>Had a licensed nurse available to the staff and residents 24 hours a day, either on-site or on-call</td>
</tr>
<tr>
<td>86.7%</td>
<td>Had a resident council that met at least quarterly</td>
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Staff Stability Report

2012 Vacancy, Retention and Turnover Survey*

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Overall Turnover</td>
<td>30.2 %</td>
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<tr>
<td>Overall Retention</td>
<td>72.8 %</td>
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<tr>
<td>Overall Vacancy</td>
<td>3.6 %</td>
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*2012 NCAL VRT report.
The NCAL Awards Program

The NCAL Awards Program, established in 2005 to recognize outstanding assisted living employees, received a record number of award nominations. The 2013 awards were presented at NCAL Day at the AHCA/NCAL annual convention in October.

NCAL Assisted Living Nurse of the Year — Cheryl Hopkins, Vintage Park at Paola, Paola, Kan.
NCAL Noble Caregiver in Assisted Living — Robin Moran, The Chelsea at Tinton Falls, Tinton Falls, N.J.
NCAL Administrator of the Year — Julie Taylor, Gilman Park Assisted Living, Oregon City, Ore.
Outstanding Education Opportunities and Resources

NCAL offers outstanding educational and networking opportunities throughout the year that give members a competitive edge in the marketplace.

Education for Assisted Living Nurses

- Collaborated with the American Assisted Living Nurses Association (AALNA) on four training events for assisted living nurses. The “Caring Together” quarterly conference calls hosted by NCAL and AALNA focused on improving staff stability, increasing customer satisfaction, safely reducing off-label use of antipsychotics, and risk prevention in care delivery. AALNA also held its annual conference in conjunction with the AHCA/NCAL annual convention.

Third In-House Counsel Meeting

- Hosted the Assisted Living In-House Counsel Roundtable for 35 in-house counsels on the critical issues surrounding risk management. The meeting was held in conjunction with the American Health Lawyers Association’s Long Term Care and the Law Conference.

Spring Conference Focuses on the Customer Experience

- The second annual NCAL Spring Conference, “The Customer Experience in Assisted Living,” was held in March in Fort Lauderdale. The conference featured in-depth educational sessions, engaging keynote speakers, and several networking opportunities for assisted living providers.

Record Attendance at NCAL Day

- The seventh annual NCAL Day had the highest attendance in the event’s history. More than 220 professionals attended education sessions focusing on leadership and quality.

Risk Management Resources

- Developed a set of risk management documents covering emerging legal risks, motorized mobility aides, active shooter policies, and CPR policies. These member resources are available on the new Risk Management page on the NCAL website.

Strategies for a New Health Care Marketplace

- Hosted webinars to help NCAL members thrive in an evolving health care marketplace including, “A Model Collaboration Between Hospitals and Assisted Living Communities,” “How to Use Culture Change to Reduce Hospitalization Using Person-Centered Care,” and “Partnership Strategies for Post-Acute Care Providers.”

- Launched an Affordable Care Act website for members with information about the employer mandate, health reform analysis and tools such as a penalty calculator.
Telling the Assisted Living Story

NCAL responded to numerous media inquiries in 2013 from local and national news outlets. Many other activities were undertaken to highlight the profession’s devotion to people and NCAL’s commitment to quality, person-centered care.

National Assisted Living Week®

The 2013 National Assisted Living Week® theme was “Homemade Happiness.” NCAL’s annual planning guide and products help providers across the nation celebrate this special week.

In a related event, NCAL’s 2012 National Assisted Living Week planning guide “Art for the Ages” won a Silver Award from the National Mature Media Awards this year.

NCAL Showcases Resident Art

NCAL grew its popular on-line resident art exhibit that features myriad art forms. The *Art for the Ages 2* exhibit is found on NCAL’s website, *Pinterest* and *Flickr*.

Putting a Face on Assisted Living

*Faces of Assisted Living III* is NCAL’s third on-line photo gallery featuring the people who live in assisted living communities across the nation. Viewing our 2013 *Faces of Assisted Living* gallery and past galleries are guaranteed to put a smile on any face.

Membership Growth

NCAL membership grew a record 9.5 percent to more than 158,000 beds and 3,300 organizations in 2013.