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.
NCAL 2012 Board of Directors

Mike Shepard, NCAL Chair
Patricia Giorgio, NCAL Vice Chair
Christian Mason, NCAL Secretary/Treasurer
Nicolette Merino, Immediate Past Chair

Ashley Blankenship, At-Large Member
Deb Choma, At-Large Member
Vickie Cox, At-Large Member
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Brett Waters, At-Large Member
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Cindy Luxem, ASHCAE Representative
Rich Miller, ASHCAE Representative
Angie Szumlinski, ABM Representative
Neil Pruitt, Jr., AHCA Chair
Len Russ, AHCA Vice Chair

Back row, left to right: Dave Kyllo, Deborah Meade, Brett Waters, Nicolette Merino, Rich Miller, Cindy Luxem, Roderick Wolfe, Jan Thayer, Vickie Cox, Kristin West, Deb Choma, Laurie Shepard, Joe Perkin, Jeff Hyatt, Mark Parkinson. Front Row, left to right: John Poirier, Len Russ, Ashley Blankenship, Mike Shepard, Patricia Giorgio, Christian Mason, Dee Thieme, Helen Crunk, and Marcia Hamilton-Cotter. Not pictured: Angie Szumlinski and Neil Pruitt.
As chair I am proud to present NCAL’s 2012 annual report. During the past year, we influenced federal policy, advanced quality, provided resources, and offered more education opportunities for you.

We started 2012 with tangible success with our lobbying efforts. Medicare Part D began covering prescription drug copays for assisted living residents who are eligible for Medicare and Medicaid on January 1, 2012—a significant achievement resulting from several years of our work.

NCAL’s discussions with key leaders of the Senate Special Committee on Aging about keeping regulation of assisted living on the state level were a success. These meetings helped demonstrate the profession’s commitment to quality and helped deter prospective regulation from being introduced.

Our leadership and grassroots advocacy efforts are working. Last year, we warned you and other stakeholders about a dangerous proposed rule that threatened to exclude assisted living from participating in the Medicaid waiver program. After receiving 1,500 comments—many from NCAL members—the Centers for Medicare and Medicaid Services (CMS) issued a new draft proposal. The revised version is an improvement but we still have serious concerns that we are asking CMS to address.

Member participation in grassroots activities is critical to NCAL’s success in the policy arena. We now have more than 1,000 members in the e-advocacy program. More members have hosted members of Congress on tours of their communities. To those of you who are active members—thank you! For those who are considering hosting a tour, I encourage you to participate. The larger our grassroots program, the bigger our influence is on the federal level.

NCAL pushed the quality bar even higher in 2012 by designing targets, measures, and tools for the AHCA/NCAL Quality Initiative for Assisted Living. Members who are using the tools are raving about them, because these tools are helping them improve quality and offering a way to communicate quality outcomes to important referral sources as the health care system for seniors continues to evolve.

Finally, our inaugural 2012 NCAL Spring Conference in New Orleans—an effort to provide more assisted living specific education to members—was well attended and received outstanding ratings. NCAL’s Board responded to attendees’ request to host another conference in 2013, which will be held March 12 and 13, in Ft. Lauderdale, Fla.

I feel privileged to represent people who are personally committed to providing the best care and services to residents, and I look forward to advancing our mission.

Regards,

Mike Shepard
Advocacy Influences National Organizations and Federal Policies

NCAL’s staff helped divert the introduction of federal disclosure legislation by educating key Senators and their staff about how states actively legislate and regulate assisted living, and how NCAL initiatives are improving quality.

Cindy Luxem, President/CEO KHCA/KCAL, and Ashley Blankenship, NCAL At-Large Board Member, Arkansas.
NCAL continued a leadership role opposing provisions in the Centers for Medicare and Medicaid Services (CMS) proposed rule that threaten assisted living providers participation in Medicaid. NCAL rallied our members, educated members of Congress about the proposed rule, submitted formal comments, and worked with other national groups. After receiving about 1,500 comments, CMS issued a new draft definition of home- and community-based settings. Although the latest proposal is an improvement from previous versions, it doesn’t eliminate a threat for nearly 19 percent of the nation’s assisted living residents receiving Medicaid covered care and services. NCAL members submitted comments objecting to those remaining provisions.

In addition, a five-year effort resulted in two major life safety codes being modified so that they are consistent with each other. The National Fire Protection Association’s Life Safety Code and the International Code Commission’s International Building Codes are used to set standards for assisted living communities. NCAL’s suggested revisions to both codes were adopted by the respective organizations. The codes maintain resident safety and save assisted living providers from expensive building retrofitting.

**Detailed Policy and Advocacy Work**

**The Home- and Community-Based Setting Definition**

- Intervened with CMS by asking the agency to stop premature implementation in some regions of the HCBS proposed definition before the rule is finalized.

- Explained in formal comments that CMS’s revised proposed rule still contained provisions that could disqualify assisted living providers serving individuals with Alzheimer’s or other forms of dementia from Medicaid waiver programs.

- Lobbied key leaders of the Senate Special Committee on Aging about regulation of assisted living and the importance of retaining regulation on the state level as part of the oversight hearing “Ensuring Quality in Assisted Living.”

**Issues Impacting Veterans Aid & Attendance Program**

- Evaluated legislation that would establish a look-back period similar to Medicaid for the Veterans Administration’s Aid & Attendance Program.

“NCAL had to get active quickly, and it did just that. Through comments submitted to CMS and lobbying, CMS finally heard the message that assisted living must be a part of the solution in caring for an ever growing senior population,” Mike Shepard, NCAL Chair.
program. Worked with the American Legion, one of the nation’s largest veterans group—to build consensus and coordinate NCAL’s position on the legislation. NCAL believes that adding a look-back period would make applying for the benefit more difficult for veterans, and recommended the VA reduce the backlog of applications and increase the speed of the approval process.

- Warned members about unscrupulous financial advisors and attorneys’ tactics that include charging veterans to apply for VA benefits and persuading veterans to transfer their personal assets into financial instruments that would not benefit them.

**Life Safety and Building Guidelines Synced**

- Ensured future construction and design guidelines of assisted living communities included assisted living developers’ perspective. Numerous recommendations developed by NCAL Board members were accepted by the Facilities Guidelines Institute during the first round of consensus building for the 2014 edition of *The Guidelines for Design and Construction of Health Care Facilities*. The guidelines are used by more than 42 states and several federal agencies to regulate health care facility design and construction in the United States.

- Obtained approval from the National Fire Protection (NFPA) for NCAL’s technical changes to the 2012 published Life Safety Code that maintain high safety standards and allowed assisted living communities to remain in the residential life safety category.
• Harmonized International Building Code standards for assisted living with the NFPA’s Life Safety Code for 2012. This saves members from needlessly spending funds to retrofit their existing communities while maintaining resident safety standards.

Advocacy Training and Policy Education
• Trained NCAL’s Board of Directors and State Leaders on effectively conducting meetings and conveying NCAL’s policy positions to members of Congress during Capitol Hill visits and assisted living community tours.

• Educated and published resources about how the Affordable Care Act provisions would impact members.

• Produced and disseminated the NCAL 2012 Assisted Living State Regulatory Review and analysis of trends. This report demonstrates that states are continuously creating new legislation to regulate assisted living.

• Worked extensively with the U.S. Department of Health and Human Services’ Center for Health Statistics on its second national survey of assisted living.
Advancements in Quality Programs Equip Providers with Vital Tools

Demonstrating its commitment to quality, NCAL developed the assisted living side of the AHCA/NCAL Quality Initiative and adapted tools specifically for its assisted living members. NCAL’s Board of Directors approved a set of performance measures that will allow providers to benchmark and track clinical aspects of care like never before.

From left to right, NCAL At-Large Board Members Rod Wolfe-Tennessee, Jeff Hyatt-Washington, and Laurie Shepard-Michigan.
“This is an exciting time for quality at NCAL. We have tremendous opportunities to be leaders in quality measurement and improvement, which is demonstrated by our AHCA/NCAL Quality Initiative for Assisted Living.”

Helen Crunk, Chair of NCAL’s Quality Committee, Nebraska.

These clinical performance measures will help operators thrive in the new health care marketplace of accountable care organizations, managed care, and rising acuity of residents. For the third consecutive year, NCAL issued its Performance Measures and Vacancy, Retention, and Turnover (VRT) surveys that cover 10 areas of quality of life and operational performance including availability of licensed nurses, measurement of resident, family and employee satisfaction, if communities have resident councils; and other domains. The VRT is a nationwide survey of members and non-members regarding vacancy, retention, and turnover in five major job categories and 16 job positions.

**Quality Resources For Members**

- Launched the website for the AHCA/NCAL Quality Initiative for assisted living with goals, measures, and tools tailored specifically for assisted living providers developed by NCAL’s Quality and Workforce Committees. (See chart on page 11, AHCA/NCAL Quality Initiative Goals for Assisted Living)

- Adapted INTERACT™ (Interventions to Reduce Acute Care Transfers) tools for assisted living providers and obtained approval of the revisions from the developers of INTERACT™.

Roger Bernier, chair of NCAL’s Workforce Committee, and Helen Crunk, chair of NCAL’s Quality Committee.
• Published assisted living criteria for the Bronze level of the AHCA/NCAL National Quality Award Program.

• Encouraged members to apply for Bronze level AHCA/NCAL National Quality Award by producing a video for NCAL.org, hosting a 60-minute webinar, and conducting an educational at convention. Bronze criteria helps members focus their quality improvement processes and meet Quality Initiative goals.

• Conducted surveys and published findings from NCAL’s Performance Measures related to quality of life and staff Vacancy, Retention, and Turnover in assisted living communities. (See charts page 11)

• Examined proposals from Patient Safety Organizations that potentially would collect clinical data from members.

• Participated in the National Dementia Initiative that seeks to develop consensus guidelines among stakeholders for non-pharmacologic practices for individuals with dementia.

• Promoted best practices by hosting American Assisted Living Nurses Association teleconferences and publishing Caregiver Corner inserts written by co-founder of the National Association of Health Care Assistants in NCAL Focus.

Congressman Adrian Smith (R-Neb.) with Jayne Prince, administrator of The Willows, Neligh, Neb.
2012 NCAL Performance Measures Survey Report*

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Description</th>
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<tbody>
<tr>
<td>96.8%</td>
<td>Had a licensed nurse available to staff and residents 24 hours a day, on-site or on-call</td>
</tr>
<tr>
<td>91.1%</td>
<td>Measured resident and family satisfaction</td>
</tr>
<tr>
<td>80.6%</td>
<td>Measured employee satisfaction</td>
</tr>
<tr>
<td>87%</td>
<td>Tracked retention and turnover</td>
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*Survey open only to NCAL members.

2011 Vacancy, Retention, and Turnover Survey**

<table>
<thead>
<tr>
<th>Category</th>
<th>Rate</th>
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<tbody>
<tr>
<td>Overall Retention Rate</td>
<td>71%</td>
</tr>
<tr>
<td>Overall Turnover Rate</td>
<td>25%</td>
</tr>
<tr>
<td>Overall Vacancy Rate</td>
<td>2.0%</td>
</tr>
</tbody>
</table>

**Professionwide

AHCA/NCAL Quality Initiative Goals for Assisted Living

<table>
<thead>
<tr>
<th>Goal</th>
<th>Description</th>
</tr>
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<tbody>
<tr>
<td>Goal 1: Safely reduce hospital readmissions</td>
<td>Measure: Number of residents discharged from the hospital to assisted living and readmitted to the hospital within 30 days.</td>
</tr>
<tr>
<td>Goal 2: Improve staff stability</td>
<td>Measure: The turnover of nursing staff (i.e. registered nurse, licensed vocational nurse/licensed practical nurse, certified nurse assistant) over the prior six months.</td>
</tr>
<tr>
<td>Goal 3: Increase customer satisfaction</td>
<td>Measure: The percentage of current residents/family who would recommend the community to others. The percentage of residents that moved out of an assisted living community who would recommend the community to others.</td>
</tr>
<tr>
<td>Goal 4: Safely reduce the off-label use of antipsychotics</td>
<td>Measure: The prevalence of off-label use of antipsychotics in residents. The percentage of residents who start off-label use of antipsychotics</td>
</tr>
</tbody>
</table>
“If we continue to combine our forces and keep the focus on our mission—to improve the lives of those who need our care—together we will be a force to be reckoned with,” Dave Kyllo, NCAL Executive Director.

More Member Support

- Received national recognition for promoting programs for seniors. Awarded the 2012 Mature Media bronze award for NCAL’s 2011 National Assisted Living Week program guide.

- Improved public image of assisted living through a photo album called, Faces of Assisted Living and Art for the Ages, an exhibit of artwork created by members’ residents, both posted on NCAL’s website and social media site Pinterest.

- Offered complimentary webinars on topics such as communication skills for frontline staff, better serving Lesbian, Gay, Bisexual, and Transgender individuals in assisted living, and others.

Growing Membership

NCAL has grown significantly in 2012 to more than 3,000 member communities with more than 144,000 beds nationwide. NCAL exceeded its growth goals for the year thanks to all of its state affiliates. Nevada and New York launched assisted living programs this year. NCAL staff traveled to more than 30 affiliates delivering presentations about national policy initiatives, quality and other topics.