



ANNUAL REPORT

2022





LETTER FROM OUR CHAIR & CEO

2022 provided a return to some stability after two years of pandemic uncertainty. LeadingAge California took this opportunity to renew advocacy, return to robust conference and education offerings, and enhance outreach to new partners. While there were lingering concerns about new variants, booster access, and staff management 'post-pandemic', occupancy and workforce shortages were resoundingly the greatest concerns of members, followed closely by operational financial losses and the affordability gap causing an acceleration of older adult homelessness due to a lack of affordable housing. Despite these concerns, engagement in conferences, events, and advocacy work were strong and interest in LeadingAge California grew.

In early Q1 2022, Governor Newsom announced a state budget surplus of \$97B. LeadingAge California took note of this large surplus and acted quickly with a \$25M Senate Budget Request to assist in solving the workforce shortage. Our request to launch The Gateway-In Project[®] to recruit, train and place 2,700 Certified Nursing Assistants (CNAs) and Home Health Aides (HHAs) was approved in June, and by year end 2022 over 285 CNAs and HHAs graduated.

By the end of Q1, LeadingAge California had launched its next strategic planning cycle, continued working on current plan initiatives, and held a successful in-person RISE Policy Summit with a strong legislative agenda. By the end of Q2, LeadingAge California held a successful in-person Annual Conference, launched its 2nd CMS/CMP grant, the Java Project as well as The Gateway-In Project[®] and published a first-of-its-kind-in-our-field, DEI Roadmap. By the end of Q3, LeadingAge California launched its 3rd CMS/CMP Grant, the Enlightenment Project (Obie), had more than 300 interested students in The Gateway-In Project[®], had more than 510 downloads of The DEI Roadmap, and held the 2nd Annual Executive Connect business development meeting with nearly doubled attendance over 2021. In Q4, LeadingAge California finalized its Strategic Plan 2023-2035, completed final activities in the current plan, submitted an RFI to HCAI to expand its career lattice to include social workers and nurses, and anticipates launching its 4th CMS/CMP grant, the GARDEN Project.

2022 has been an exciting year - with staff, operational and financial growth, member engagement, enhanced committee participation, and successful advocacy. These successes position LeadingAge California as a thought-leader actively engaged and executing on issues of greatest importance to housing, care and service providers and those they serve throughout California.

As LeadingAge California ends the year and the Strategic Plan 2019-2022, we are in a strong financial position, have strong staff morale and engagement, and have continued to leverage partnerships with organizations throughout the state to help achieve the five initiatives of our Strategic Plan.

This Annual Report provides a summary of our 2022 work and highlights key value points of our initiatives.



A handwritten signature in black ink that reads "Molly Forrest".

Molly Forrest
Chair



A handwritten signature in black ink that reads "Jeanne Parker Martin".

Jeanne Parker Martin
President & CEO

STRATEGIC GOALS | 2019-2022

#1 LEAD PUBLIC POLICY



#2 ADVANCE 21ST CENTURY LEADERSHIP & EDUCATION



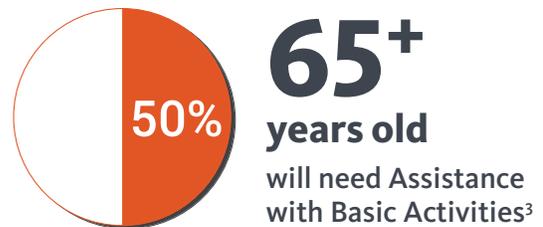
#3 GROW THE WORKFORCE



#4 FOSTER INNOVATION



#5 ELEVATE PUBLIC AWARENESS



1 U.S. Bureau of Labor Statistics, 9/2018: <https://www.bls.gov/ooh/healthcare/home-health-aides-and-personal-care-aides.htm>

2 LeadingAge Workforce Center, <https://leadingageca.app.box.com/file/296739810045>

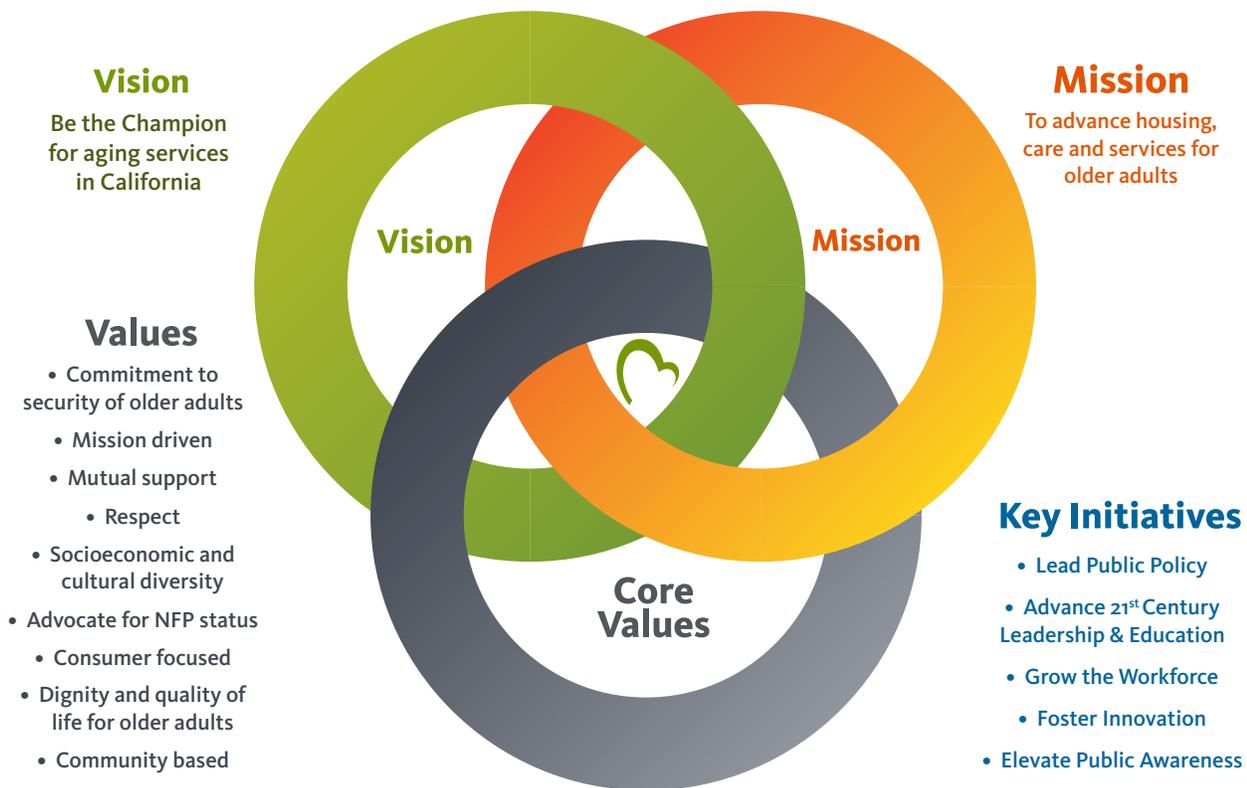
3 A New Vision for LTSS, http://www.leadingage.org/sites/default/files/A%20New%20Vision%20for%20Long-Term%20Services%20and%20Supports_FINAL.pdf

MISSION, VISION AND VALUES

LeadingAge California has been the state’s leading advocate for quality, mission-drive, community-based senior living and care since 1961. The association’s advocacy, educational programs and public relations help its members best serve the needs of the state’s older adults. LeadingAge California represents nearly 700 providers of housing, care and services for older adults, as well as business service providers.

LeadingAge California is seen by many working in local, state, and federal offices and by the media as the go-to resource on the continuum of housing, care, and services for older adults.

Through our work behind the scenes testifying at public hearings, building coalitions, serving on committees and building partnerships — LeadingAge California actively worked to create system changes through advocacy that strengthened members’ viability, educational resources and leadership development, created more opportunities for workforce development and supported innovations in the delivery of housing, care and services for older adults.





LEADING PUBLIC POLICY

In the State Government, 2022 was a year of transition. The Legislature and the Governor's Administration focused on moving California out of COVID-19 response mode by acting to curb the lingering effects of the pandemic, such as rising inflation and workforce shortages. These efforts were largely aided by an influx of federal resources to the state, which were used to expand Medi-Cal eligibility, address California's worsening homelessness crisis, and grow the state's workforce.

Through strategic partnerships and appointments, LeadingAge California elevated the collective voice of aging services providers in public discourse, working to advance regulatory and legislative initiatives that help our members thrive.

In 2022, the LeadingAge California Public Policy Team focused on creating a LTSS public financing option, expanding our healthcare workforce, creating a Long-Term Care Mutual Aid system, and increasing the supply of service-enriched affordable senior housing. Over the course of the year, the LeadingAge California Public Policy Team monitored 266 bills, of which 75 became law, 14 were vetoed and the remaining failed passage. More information on LeadingAge California's 2022 Legislative work can be found in the Legislative Wrap-Up, which was sent to members in October.

LeadingAge California's RISE Policy Summit was held in-person for the first time since 2019. The Summit hosted key policymakers from the Administration and the Legislature to engage members in thoughtful conversations about the future of aging services in California.

The LeadingAge California PAC supports the public policy goals of the association, in 2022 the PAC raised \$39,000. To donate to the PAC, please visit www.leadingage.org/donate.



2022 Public Policy Achievements:

- › Secured \$12.5 million in the State Budget for the Healthier Homes Initiative, to provide grants to housing providers to place registered nurses and community health workers in affordable senior housing communities.
- › Helped secure \$1 billion in funding for development of the State's healthcare workforce.
- › Worked with the California Aging and Disability Alliance to secure \$5M for a feasibility study and actuarial analysis of long-term services and supports financing and services options for the aging population and people with disabilities.
- › Joined the No on Unequal Pay Measures Campaign to oppose inequitable minimum wage ordinances and was quoted in the Los Angeles Times.
- › Co-Sponsored AB 1721 to create a Long-Term Care Mutual Aid Program to save lives and manage resources in the event of a natural disaster.
- › Co-Sponsored AB 2547 to create a rent stabilization program for older adults and people with disabilities to prevent and end homelessness.
- › Secured grant funding and created an advisory committee to advance California Integrated Care at Home, a housing-based population health model.
- › Worked with Californians Allied for Patient Protection to secure a favorable outcome on MICRA reform.
- › Secured key amendments to skilled nursing and continuing care retirement community bills reducing and eliminating harmful impacts to providers.
- › Received a \$310k grant to provide education to members about the California Data Exchange Framework.
- › Engaged the California Department of Health Care Services on the development of new skilled nursing facility financing reform methodology.
- › Created a Summary of Changes to CMS' Appendix PP regarding revisions to long-term care surveyor guidance for providers.





LeadingAge[®] California



ADVANCE 21ST CENTURY LEADERSHIP & EDUCATION

LeadingAge California was excited to welcome back providers in-person for meetings and events in 2022. The [LeadingAge California BOLD Annual Conference & Expo](#) was a resounding success attracting over 480 participants and 60 exhibitors to Pasadena. We took a risk on a BOLD theme and got BOLD results with rave reviews. Over 40 continuing education sessions were provided representing the entire continuum of care. Attendees heard from experts on a variety of topics including diversity, equity and inclusion, innovative care delivery models, culture and burnout, mergers and acquisitions, and re-imagining senior living and care.

The LeadingAge California EMERGE Leadership Development Program celebrated another graduating cohort with 18 students and welcomed its 12th cohort mid-year. Since inception, EMERGE, a year-long leadership program, has developed 229 future leaders for the field of housing, care and services for older adults.

The third annual MDS Symposium was offered in-person and virtually for skilled nursing facility members covering facility compliance, quality measures and reporting. LeadingAge California partnered with the Prodigy Rehabilitation Group to ensure members received these important updates for their facilities.

The highly anticipated [Executive Connect+ conference](#) returned in 2022 and featured renowned subject matter experts on leadership, culture and burnout, engagement technologies and diversity. This conference connected executive-level administrators of member providers and premier business partners to network, learn and share best practices.



GROW THE WORKFORCE

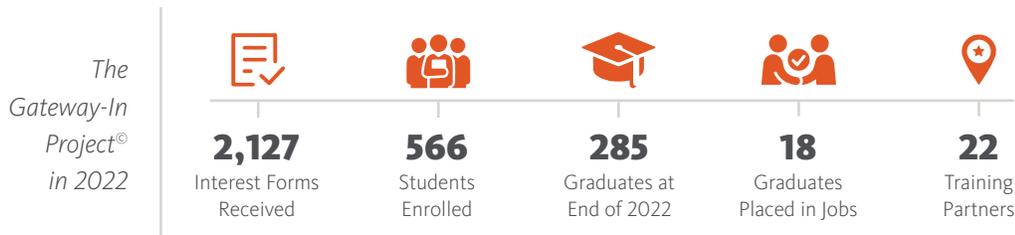
In July 2022, LeadingAge California was awarded more than \$25 million by the California Department of Health Care Access and Information (HCAI) for The Gateway-In Project® to expand the Certified Nurse Assistant (CNA) and Home Health Aide (HHA) pipeline over the next three years. The Gateway-In Project® will help mitigate the ongoing health care workforce shortage that supports the older adults served in our communities and across the state.

From inception, The Gateway-In Project® team has accelerated partnerships to actively promote, recruit, train and provide wrap-around and retention resources for 2,700 new CNAs and HHAs throughout California using a career lattice approach. To date, this program has spurred the interest of hundreds of students who are receiving tuition free training, and wrap-around stipends for transportation, food support, childcare, ESL training, scrubs, and textbooks, to reduce any barriers for students to successfully achieve their certification.

LeadingAge California celebrates the 285 students who have graduated, and the 70 graduates who have already received their CNA or HHA certifications or have become dually certified.

The Gateway-In Project® team also facilitates applications to employers, while connecting students to coaching and mentorship opportunities to support their career growth. Retention bonus incentives are provided to graduates who remain employed for one, six, and 12 months, as well as those who complete additional pathway education training. By year-end, 18 graduates were placed in home and community-based services jobs.

The Gateway-In Project® is making an enormous impact and its continued success during the grant period will provide resources to home and community-based service providers throughout California.









FOSTERING INNOVATION

LeadingAge California continued to foster innovation by hosting the annual Innovation Showcase competition and offering new products and services through CMP grant-funded projects. In the third year of the Innovation Showcase, companies offered innovative service delivery and technology solutions that improved the well-being of older adults and staff. Of the top finalists, four innovators walked away with accolades:

CATEGORY 1: EARLY STAGE INNOVATOR

First Place Winner (Grand Prize of \$10,000): TRUELOO

The TRUELOO® replacement toilet seat developed by Toi Labs scans human output to enable better health and wellness for older adults.

People's Choice Winner: CAN Go!

CAN is on a mission to redesign mobility and support people to age independently. CAN created human-centered mobility devices, software, and AI that expands opportunity, builds on quality of life, and supports safety.

CATEGORY 2: ESTABLISHED INNOVATOR

First Place Winner (Grand Prize of Amazon Start-up Team Meeting): Embodied Labs

Embodied Labs is an immersive, experiential caregiver learning platform that accelerates improved patient outcomes and increased employee retention.

People's Choice Winner: ElderGrow's Therapeutic Horticulture Program

ElderGrow's Therapeutic Horticulture Program is a full-service program that combines a Sensory Garden with onsite Educators who teach evidence-based, therapeutic horticulture classes that improve life for the growing community of older adults living in residential and nursing care.

CMP GRANTS

The LeadingAge California Foundation established these new grant-funded projects for Medicare and/or Medicaid certified skilled nursing facilities in California:

The LeadingAge California Java Project provides skilled nursing facilities with Java Group Programs, which are the first standardized peer support interventions designed to address the critical rates of depression and loneliness for older adults in the community.

The LeadingAge California Enlightenment Project uses the complete library of Obie interactive programs, games, and activities to improve the quality of life of residents by addressing social isolation, loneliness, reduced mobility, and cognitive decline.

The LeadingAge California GARDEN Project (Garden Access Responds to Diagnosis and Environmental Needs), partnered with ElderGrow, aims to reduce resident loneliness, provide meaningful and productive therapeutic activity, reduce depression, stimulate cognitive activity, and encourage motor skills.

ELEVATING PUBLIC AWARENESS

LeadingAge California has committed to promoting a culture of diversity, equity and inclusion throughout our field. When people feel respected, heard and included, they are unencumbered to innovate and succeed. This creates welcoming communities uplifting historically marginalized identities and people who are living and working in housing, care and services for older adults.

In June 2022, LeadingAge California released its Diversity, Equity, and Inclusion (DEI) Roadmap. The DEI Roadmap is the first industry-wide guide to help providers establish and grow organizational DEI initiatives. Through its DEI Roadmap, LeadingAge California is facilitating improvements in cultural competency, and helping to make cultural competence a priority in all settings serving older adults. Recent research supports that robust DEI initiatives present solutions to the challenges providers face in their workforce shortages and retention, by increasing employee satisfaction.



DIVERSITY, EQUITY AND INCLUSION ROADMAP

510
DEI Roadmap
Downloads in 2022



Throughout the year, LeadingAge California staff provided DEI support and technical assistance to 43 provider members and offered numerous trainings:



8

Regional
Trainings



1

Second Tuesday
Webinar



1

Pre-Conference
DEI Session



2

EngAge in Equity
Member Forums



3

DEI Celebration
Station Features

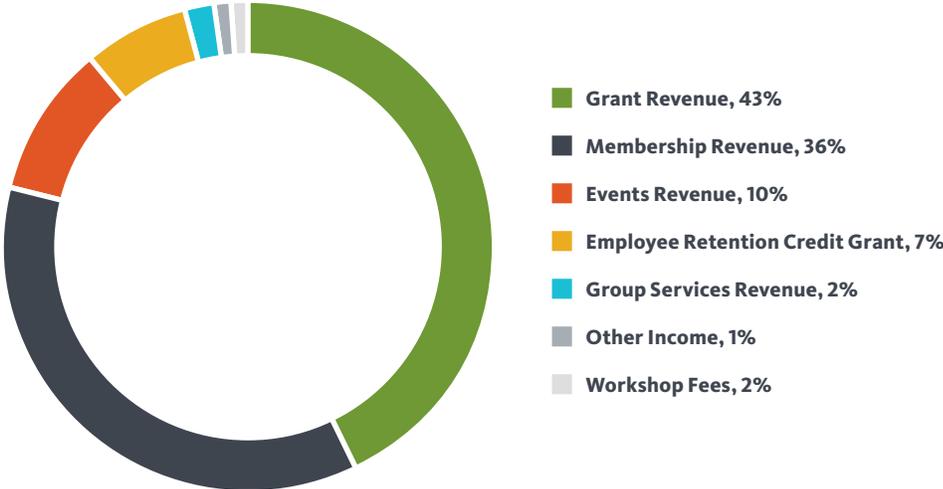




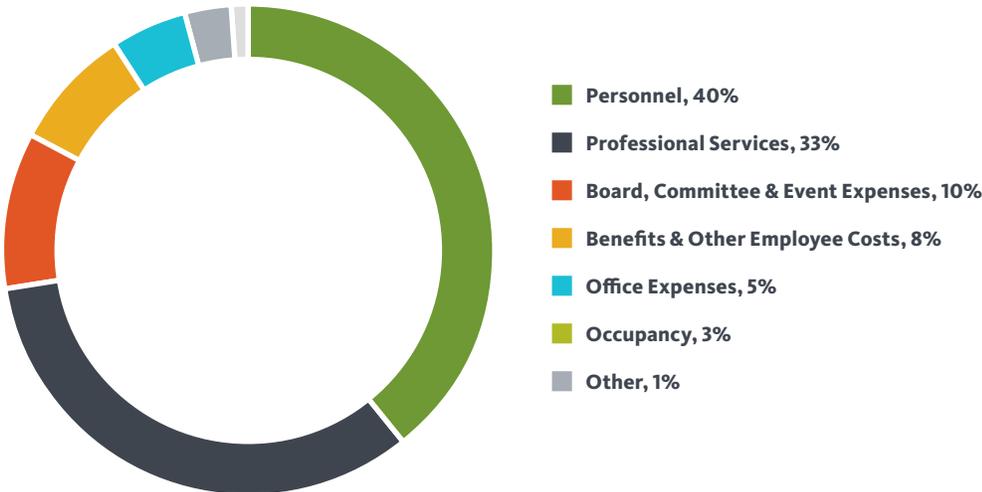
STATEMENT OF FINANCIAL POSITION

Fiscal year 2022 at LeadingAge California was characterized by significant positive changes. Grant revenues continued to grow reaching 43% of total revenues, surpassing budgeted projections. Personnel and employee benefit costs remain the largest component of operating expenses at 40%.

REVENUES



EXPENSES



EXECUTIVE COMMITTEE



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Board Chair



Jasmine Borrego
Past Board Chair



Sheri Peifer
Chair-Elect



Stuart Hartman
Vice Chair



Deborah Herbert
Acting Treasurer



Tara McGuinness
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Todd Murch

Eskaton
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Angelique D'Silva

TELACU
Regional Representative

Tuan Nguyen

Relation Insurance Services
Member

Kim Dominy

Casa de las Campanas
Member

Kendra Roberts

HumanGood
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Deborah Herbert
Monte Vista Grove Homes
Finance Committee, Acting Chair



Sheri Peifer
Eskaton
Planning Committee



Tiffany Karlin
Wipfli
Political Action Committee



Matthew Neely
Hillcrest
Public Policy Committee



Chris Gershtein
Masonic Homes of California
Service Excellence Committee

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HumanGood
Affordable Senior Housing Cabinet
Equity Cabinet



Rhonda Bekkedahl
Channing House
Assistant Living Cabinet



Melinda Forney
Regents Point
Health Services Cabinet



Neil Rotter
Libertana
Home & Community Based Services Cabinet





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