



ANNUAL REPORT

2023



LETTER FROM OUR CHAIR & CEO

2023 marked the launch of LeadingAge California's 2023-2025 Strategic Plan: Transform for the Future with a focus on preparing our members for unparalleled market shifts due to the sheer volume of older adults needing housing, care and services and the lack of workers available to help support these needs. LeadingAge California, along with our national partners at LeadingAge, remained laser-focused on creating opportunities that would favorably impact workforce, policy, education and public awareness related to this growing older adult demographic and workforce shortage.

Our ongoing workforce development is in alignment with our 10-year Workforce Blueprint for Action and current strategic plan initiative (SPI) #1 to Enhance the Workforce. By the year-end 2023, we had graduated over 1,500 students from The Gateway-In Project, our premier training program that offers full tuition and wrap-around services. This \$25M state-funded project was bolstered by an additional \$10M in state funds to train certified nursing assistants (CNAs), home health aids (HHAs), and health care social workers (HCSWs). We are on track to graduate more than 2,700 students by mid-2025. EMERGE Leadership training graduated 19 fellows working in member communities.

LeadingAge California's Policy Team is the best in Sacramento and Leads Public Policy that Helps Members Thrive (SPI #2). We took strong positions on workforce, wage increases unless additional reimbursement was available, and social impact initiatives to support the social needs of older adults, such as digital equity. In 2023, we signed an MOU with UC Berkeley to implement the Lighthouse Project Playbook to encourage digital literacy in senior affordable housing and beyond.

2023 also marked the launch of our sustainability series to Support Growth and Adaptation (SPI #3) and help members identify strategies for building sustainable organizations. Our focus on the demographic drought, inclusion and equity, and change management have supported members across the state. Positioning for Innovation & Diversification (SPI #4) is, perhaps, the most critical initiative to assure members have the tools to integrate new organizational concepts, design thinking, new service delivery and staffing models, and re-imagine the services as we prepare for market shifts in the years ahead. We engaged IDEO, the world's leading global human-centered design firm to help us begin to consider the shifts ahead. Participating in board, committee and staff activities helped us begin to understand what the future might hold.

LeadingAge California continued to be seen as a key thought leader regarding the continuum of housing, care and services for older adults throughout the state and nation. Our balanced approach to advocacy, education and public awareness is sought after on the continuum of offerings our members provide. Participation in more than 30 committees, interviews by The Little Hoover Commission, major media outlets and university research projects on aging, mentoring at innovation showcases, and regular testimony on bills, allowed our 'voice' to be heard at key influential tables on a regular basis. At year-end, we were awarded certification as a Great Place to Work, further enhancing our status as a strong and influential organization.

As LeadingAge California ends 2023, 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 four initiatives of our 2023 - 2025 Strategic Plan. We are in a strong position as we enter 2024.



Sheri Peifer

Sheri Peifer
Chair



Jeanne Parker Martin

Jeanne Parker Martin
President & CEO

OUR STRATEGIC PLAN

STRATEGIC INITIATIVES 2023 -2025

Using effective leadership, advocacy and education, LeadingAge California will:



**ENHANCE THE
WORKFORCE**



**LEAD PUBLIC
POLICY THAT
HELPS MEMBERS
THRIVE**



**SUPPORT
GROWTH &
ADAPTATION**



**POSITION FOR
INNOVATION &
DIVERSIFICATION**

THE OUTCOMES

The outcomes we expect to see over the next three years, indicating our progress, include:

Organizational Health & Sustainability Outcomes

- › Membership and revenue diversification and growth
- › DEI is an underpinning of the Association and its members
- › Association is primary “go to” for policy across the continuum of housing, care and services for older adults
- › Organizational structure, expertise, and partnerships reflect and engage a broad and evolving membership

Member-Level Outcomes

- › Members have access to tools, competencies, resources, and partnerships that support workforce, innovation, and sustainability
- › Members believe their interests are represented by and are engaged in the Association
- › Regulatory and legislative agenda advances priorities that reflect a diversity of member needs

Systems-Level Outcomes

- › Workforce has increased across the continuum of housing, care and services to support older adults
- › Increased public engagement of the value of older adult services and careers
- › Improved funding and payment equity across sectors

Measures of Our Success

- › 3,000 more workers output from LeadingAge California programs
- › Increased State investment in workforce from policy initiatives
- › Minimum of \$10M in new grants sought annually
- › Member retention exceeds 90%

OUR MISSION, VISION, VALUES AND BRAND PROMISE

Since 1961, LeadingAge California has been the state’s leading advocate for quality, mission-driven, community-based senior living and care. 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 800 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.

MISSION

To advance housing, care and services across the continuum for older adults

VISION

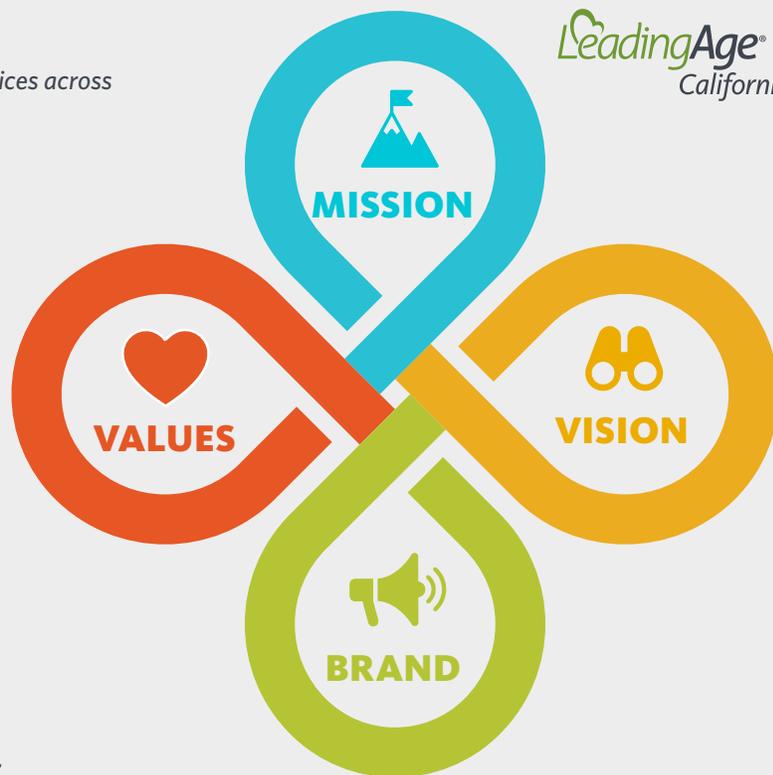
Be the champion for aging services in California

VALUES

*Dignity and quality of life
Equity and inclusion
Innovation
Mission-driven, community based
Mutual support
Respect*

BRAND PROMISE

Inspire. Serve. Advocate. Together.



LEAD PUBLIC POLICY THAT HELPS MEMBERS THRIVE

In 2023, California faced its first significant budget deficit in recent memory. This was in stark contrast to 2022, when California enjoyed a \$90 billion budget surplus aided by federal COVID-19 relief funds. In light of the worsening deficit, Gubernatorial and legislative priorities shifted away from new programs and innovation and toward preserving and contracting existing programs.

Throughout the year, California continued to grapple with issues such as a diminishing caregiving workforce, rising costs of living, and lack of mental health care. Property insurance became a hot topic in Sacramento as insurers reduced their market share or exited the California market altogether, driving up costs and overburdening California's FAIR Plan. In addition, the state is experiencing an increase in poverty as COVID-19-era safety-net programs expire.

All of these issues factored into the government affairs strategy employed by LeadingAge California throughout 2023. 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 and protect funding for programs that help our members thrive.

Workforce and poverty were common themes in the Legislature in 2023. LeadingAge California successfully fought to protect 2022 investments in health care workforce pipeline development funding. In addition, LeadingAge California and its partners were successful in securing \$4 million in new funding for the California Department of Social Services (CDSS) to reduce delays and the existing backlog in the Guardian system.

Labor had a strong year in 2023, with the passage of an array of bills to expand employee rights and increase the minimum wage in what came to be known as the "Hot Labor Summer" in Sacramento. LeadingAge California was actively engaged in the campaign against Senate Bill 525 (Durazo), a labor bill that sought to increase the minimum wage for most employees in numerous health care settings to \$25 per hour by 2025. LeadingAge California worked with coalition partners to fight the unfunded mandate, but ultimately, the Governor signed the bill.



Housing continues to be a top issue in California as the cost of living increases. The availability of age-related housing data has helped elevate the issue of older adult homelessness among policymakers. LeadingAge California sponsored two housing and homelessness bills in 2023, including Senate Bill 17 (Caballero), which sought to increase the senior goal in the Low-Income Housing Tax Credit from 15 percent to 20 percent, and Senate Bill 37 (Caballero), a two-year bill, which seeks to create a rental assistance program for older adults and people with disabilities at high-risk of becoming unhoused.

In the aging policy space, assisted living is garnering more attention as society becomes less dependent on nursing home care. LeadingAge California sponsored Assembly Bill 839 (Addis) to expand state regulations to make non-profit RCFEs eligible for tax-exempt bond financing. The state also announced a new assisted living benefit within CalAIM, paving the way for expanded assisted living care for low-income Californians.

Over the course of the year, the LeadingAge California Public Policy Team monitored over 200 bills, of which 78 became law, 25 were vetoed, and the remaining failed passage. More information on LeadingAge California's 2023 legislative work can be found in the [Legislative Wrap-Up](#).

Assembly Bill 186

The Nursing Home Financing Reform methodology authorized by AB 186 is effective January 1, 2023, through December 31, 2026. AB 186 authorizes DHCS to implement three major new programs: Workforce & Quality Incentive Program (WQIP), Workforce Standards Program, and Accountability Sanctions Program. LeadingAge California provided significant stakeholder feedback as it developed these programs in 2023, with advocacy wins that included exempting executive pay ratios and the acceptance of Paid Time Off towards sick leave compliance.

Social Impact Initiatives

LeadingAge California focuses on a number of different social impact initiatives, all centered around equity and access. In 2023, we made great strides to advance the education and availability of these programs:

- **Data Sharing:** The California Health and Human Services Agency's Data Exchange Framework (DxF) was the first-ever statewide data-sharing agreement designed to accelerate and expand the exchange of health information. LeadingAge California received a grant from the Center for Data Insights and Innovation to educate organizations on the DxF. Through this grant, we hosted nine webinars, created three informational videos and three FAQ documents, and held over 20 hours of coaching with support from our educational partner, Intrepid Ascent. The education remains available for members on our [Data Exchange Framework webpage](#).
- **Broadband Access:** In 2023, LeadingAge California formalized a partnership with the University of California Center for Information Technology Research in the Interest of Society (CITRIS) Health to expand participation in the [Lighthouse for Older Adults](#) program through a newly developed playbook. Lighthouse for Older Adults is a program that pairs broadband access with digital literacy tools that support older adults in affordable housing communities. This equitable and innovative model has the potential to drastically improve older adults' health, relationships, and well-being through increased access to technology.
- **California Integrated Care at Home (CICH):** Our [CICH website](#) launched in 2023, along with increased efforts to educate key stakeholders on our proven, evidence-based health and social care model that will significantly increase the ability of older adults in California to age with dignity in their own homes and communities. The CICH team traveled to Vermont in 2023 to study the program it is modeled after, Support and Services at Home (SASH®), and continued to advocate for funding for a pilot of the model.

RISE Policy Summit 2023

LeadingAge California members from across the state convened in Sacramento to discuss the future of housing, care, and services for older adults at our annual RISE Policy Summit. Attendees participated in sessions that delved into the dynamic landscape of evolving public policy and regulatory issues and had the opportunity to connect with high-level policymakers from the Administration and the Legislature.

Political Action Committee (PAC)

The LeadingAge California PAC ended 2023 in a strong financial position with a balance of \$180,000, raising \$25,000 of our \$30,000 goal. In addition, we contributed \$18,000 to legislators this year, including to key committee chairs and the new Assembly Speaker. The LeadingAge California Public Policy Team continually evaluates our fundraising and contribution strategies to ensure we build strong relationships with legislators as we advocate for care, services, and housing for older adults. Your support is critical in these efforts, and we thank you for your contributions this past year.

2023 Public Policy Successes

- › In 2023, LeadingAge California spent over \$300,000 directly lobbying on your behalf. We look forward to continuing our advocacy work together in 2024. To celebrate our collective accomplishments throughout 2023, we have summarized our work by the numbers:
 - 224 Legislative Bills Tracked
 - 94 Bill Letters Sent
 - 25 Regulatory Comment Letters Sent
 - 29 Policy Alerts and Press Releases Issued
 - 25 Earned Media Stories in the Press
 - 31 Unique Stakeholder Committees and Work Groups Engaged
- › Sponsored bill AB 839 (Addis) was signed by the Governor, creating new financing opportunities for non-profits seeking to expand or rehabilitate existing RCFEs or build new RCFEs.
- › Sponsored housing bill SB 17 (Caballero), which sought to expand the senior goal in the Low-Income Housing Tax Credit, passed the Legislature unanimously but was unfortunately vetoed by the Governor. The LeadingAge California team is working with the State Treasurer's Office to make this change through regulatory channels.
- › Sponsored housing bill, SB 37 (Caballero), is still working its way through the Legislature. This bill proposes to create a rental assistance program to prevent and end homelessness among older adults and people with disabilities.
- › Secured \$4 million in the state budget to supplement staffing at CDSS to reduce delays and work through the existing backlog in completing background check clearances.
- › Provided substantial feedback to the CDSS on their new practices of handling lapsed provisional Certificates of Authority for CCRCs, reversing a decision to re-calculate fees for lapsed COAs.

ENHANCE THE WORKFORCE

2023 was a remarkable year for LeadingAge California's education and workforce development initiatives. In-person and online continuing education courses drew over 1,600 participants, highlighting the increasing need for quality training in the aging services field.

Fostering Growth through Key Events

LeadingAge California's flagship events continued to be a tremendous success. The BOLD Annual Conference & Expo in Monterey drew over 600 participants and exhibitors, providing a vibrant platform for learning, networking, and exploring the latest industry innovations. Attendees had the opportunity to choose from over 35 continuing education sessions and listened to experts discuss a wide range of topics, including workforce development and retention, leadership, housing and care models, regulatory compliance, policy updates, cultural competence, and diversity.

The LeadingAge California EMERGE Leadership Development Program celebrated the graduation of its latest cohort while simultaneously welcoming its 13th group of aspiring leaders mid-year. This year-long initiative has been instrumental in cultivating a pipeline of talented professionals, having developed 248 future leaders for the housing, care, and services sector dedicated to serving older adults.

The fourth annual MDS Symposium offered in-person and virtually, provided valuable updates on facility compliance, quality measures, and reporting for our skilled nursing and long-term care facility members. LeadingAge California partnered with the Prodigy Rehabilitation Group ensuring that members received the latest information to maintain high standards of care.

Returning in 2023, the Executive Connect conference featured renowned subject matter experts on leadership, influential trends, policy compliance, enhancing resident care and engagement, and informed decision-making strategies. This event connected over 80 executive-level administrators from our member providers and premier business partners, fostering networking opportunities and the sharing of best practices.





The Gateway-In Project[®]: Empowering the Future

LeadingAge California took pride in the impact of The Gateway-In Project[®], its important initiative addressing ongoing workforce challenges. Providing tuition-free training and comprehensive support services has helped over a thousand students get started on rewarding career journeys. Participants receive stipends for essential costs like transportation, food, childcare, scrubs, and textbooks, allowing them to focus on their studies without financial strain.

Aiming to train 2,700 future Certified Nurse Assistants and Home Health Aides by 2025, this initiative is crucial in strengthening California’s healthcare workforce and ensuring communities have access to dedicated care providers.

With the increasing demand for support services for our aging population, LeadingAge California also recognized the growing need for social workers and secured funding for two additional grants through 2024: The Gateway-In Project Expansion and The Gateway-In Project Health Care Social Worker. These grants enable us to train resident service coordinators, activities professionals, and more certified nursing aides, further strengthening our workforce.

*The Gateway-In Project[®]
through the end of 2023*



As we look ahead, LeadingAge California remains committed to providing exceptional education and workforce development efforts to support the aging services community and ensure the highest quality of care for older adults.

SUPPORT GROWTH AND ADAPTATION

Strengthening Efforts to Lead to an Equitable Future

LeadingAge California has continued our efforts to promote a culture of diversity, equity and inclusion with the hope that we can cultivate environments where people feel like they truly belong. When people experience a sense of belongingness, they are unencumbered by additional barriers to innovation and success. This creates equitable communities that benefit and welcome both the older adults they serve and the workforce.

Following the launch of the DEI Roadmap in June 2022, LeadingAge California continues to expand on efforts to assist members in establishing robust and effective DEI initiatives in their organizations. Feedback received from our 2023 DEI Member Survey highlighted that a larger percentage of members are now engaging in DEI initiatives, yet there is still additional support needed in launching training and education programs, understanding the correct DEI metrics to track and assistance in getting connected to other organizations implementing similar DEI initiatives.



**DIVERSITY, EQUITY
AND INCLUSION**
ROADMAP

668

DEI Roadmap downloads
as of December 2023



Throughout the year, LeadingAge California staff provided DEI support and technical assistance to multiple members and engaged the industry in many different capacities:



4

Equity Cabinet
Meetings



1

DEI Member
Survey



2

Conference
DEI Sessions



3

EngAge in Equity
Member Forums





CMP Grants for Skilled Nursing Facilities

The LeadingAge California Foundation continued to provide these grant-funded projects for Medicare and/or Medicaid-certified skilled nursing facilities throughout California:

The LeadingAge California iNSPIRE Project provided 60 skilled nursing facilities with the iN2L engagement technology, which offers thousands of computer-based experiences aimed at improving quality of life. This three-year project was completed in March of 2023.

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. This three-year project assesses changes in resident loneliness, social isolation, and happiness in 100 skilled nursing facilities.

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 three-year project aims to engage residents in meaningful play, expand activities for dementia residents, and foster relationships between residents in 50 skilled nursing facilities.

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. This three-year project aims to directly impact the problem of social isolation and loneliness caused by COVID-19 for 75 skilled nursing facilities.

POSITION FOR INNOVATION AND DIVERSIFICATION

Innovation Showcase: Groundbreaking Solutions

LeadingAge California's annual Innovation Showcase continued driving innovation, awarding a \$10,000 grand prize to the first place winner. In its fourth year, the showcase featured companies presenting cutting-edge service delivery and technology solutions to enhance care for older adults and support the workforce. Among the top finalists in 2023, two innovators emerged as winners:

First Place Winner: [Lotus Labs - The Lotus Ring](#)

With Lotus, you can go from home to smart home in seconds. Lotus is an intentionally simplified ecosystem for home control with a wearable ring and magnetically attachable Lotus Switch Cover that controls objects at home by pointing. While this helps everyone, it exponentially helps those with limited mobility.

People's Choice Winner: [Tochtech Technology Ltd. - Sleepsense](#)

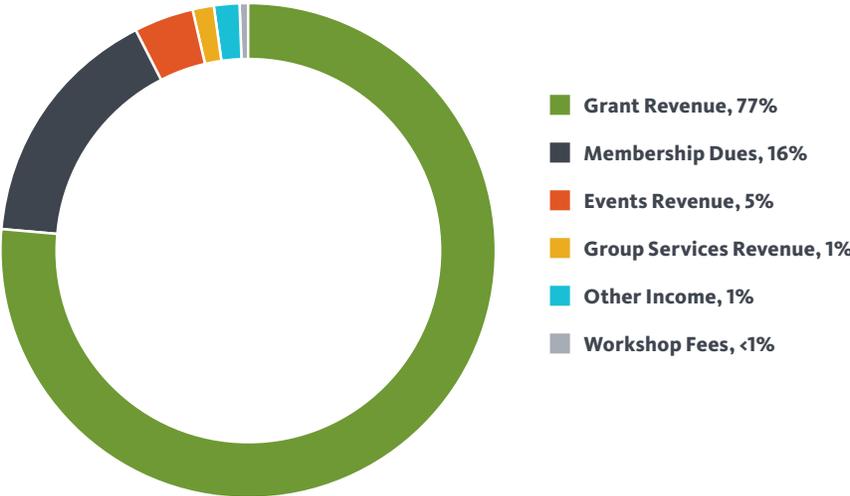
The Toch Sleepsense is an innovative health tracking device designed to support caring for older adults. This device gives care providers peace of mind by addressing the most critical areas of senior safety – fall prevention and health emergency alerts while providing vital sleep reports and analysis to support actions for improving the quality of sleep.



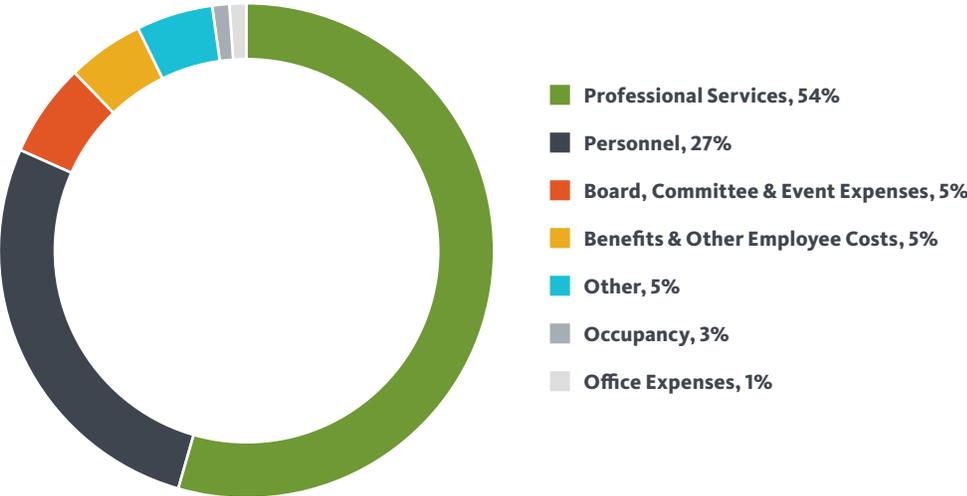
STATEMENT OF FINANCIAL POSITION

The fiscal year 2023 at LeadingAge California was characterized by significant positive changes. Grant revenues continued to grow reaching 77% of total revenues. Professional services costs remain the largest component of operating expenses at 54%.

REVENUES



EXPENSES



EXECUTIVE COMMITTEE



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Board Chair



Jasmine Borrego
Past Board Chair



Stuart Hartman
Chair-Elect



Deborah Herbert
Vice Chair & Treasurer



Tom Briody
Secretary

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Alexa Smart Properties
Member

Melinda Forney

Regents Point
Regional Representative

David Stienstra

Inland Christian Home
Regional Representative

Ronald Bolding

Pilgrim Place
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Kevin Burke

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Todd Murch

Eskaton
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Jeanee Parker Martin

LeadingAge California
President & CEO

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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Palm Village Retirement Community
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Tiffany Karlin
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Political Action Committee



Matthew Neely
Hillcrest
Public Policy Committee



Chris Gershtein
Masonic Homes of California
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HumanGood
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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