

We live in interesting times. The world as we know it is changing, and that is challenging us to change at an accelerated pace. This hurried, harried world, however, presents us with unprecedented opportunities. There are opportunities to serve a growing population of elderly individuals and persons with a disability. There are opportunities to incorporate technology into new and improved service delivery programs that transcend the borders of our buildings. There are opportunities to shape regulatory reform and payment systems that better serve intense efforts to ensure quality. There are opportunities to build a spectrum of senior services that, to date, have not yet been imagined. The talents, the expertise, and the power to excel in this exciting new world abound throughout the realms of WAHSA, and WAHSA is well positioned to capture, harness, and build upon the collective talents of its members to continue leading the way in senior service delivery.



The past twelve months have been pivotal for the Wisconsin Association of Homes and Services for the Aging (WAHSA). This Annual Report for 2010-11 is a series of snapshots that depict substantial achievements over the past year, as WAHSA continues to pave the way as Wisconsin's leading association for innovative, forward-thinking senior service professionals. Through our collective efforts, we are working to foster a process of continuous improvement and to create a corporate culture of change, because to WAHSA members, change means improvement.

Reflect with us on this year in review and see how you and WAHSA are leading the way as we pursue new directions for the future.

Your association set a new leadership standard this year when the RCAC and CBRF Quality Improvement Networks became the first and only programs to date to be approved for the Wisconsin Coalition for Collaborative Excellence in Assisted Living (WCCEAL). With all the mechanisms in place to develop and implement systematic programs for excellence, WAHSA began working with the Bureau of Assisted Living (BAL) and the Center for Health Systems Research and Analysis (CHSRA) to develop measurable outcomes for WCCEAL.

WAHSA continued to expand and strengthen services for assisted living professionals. Members developed and tested a new customer satisfaction survey, which the BAL is interested in adopting as the new state tool for customer satisfaction in assisted living. While working throughout the year to develop new tools and quality initiative modules for network members, WAHSA also completed its first assisted living benchmark survey, and then went on to plan, develop, and host the CBRF Manager's Comprehensive Training Program (now available on DVD) and the companion manual of policies, procedures, forms, and checklists.

*Echelon* is WAHSA's new big step into the future. Introduced as an intense, systematic, organizational approach to learning, the first *Echelon* project brought Lean training and practices into member organizations. WAHSA will continue building and expanding *Echelon* into a new training and leadership institute for members and subscribers.



# Leading The Way

LeadingAge™  
formerly aahsa

## 2010-11 Annual Report

Based on interviews with member employees, residents, and family members, *Somebody Special* told the real-life story of all who work and live in a senior living environment. Through a series of fundraising events and sponsorships, WAHSA was able to provide every member and subscriber facility a free DVD telling the heart-felt truth about caregiving.

WAHSA worked to bring new energy to the annual conferences with new entertainment offerings, creative pre-conference seminars, facility tours, the Wednesday Coffeehouse, and an effort to go paperless, all while maintaining consistently high quality educational sessions.

To ensure members are well-equipped for impending change, WAHSA developed and hosted comprehensive and readily available training on the new MDS 3.0 and RUGs IV with a series of 12 seminars and two webinars.



Recognizing the value of education and the shortage of time, WAHSA instituted the concept of the webinar series. The first project in this new undertaking produced a package of six webinars and ten video clips focused on leadership skills. The second project is providing a series of eight webinars designed to enhance sales and marketing skills within senior service professionals. As this new service continues, members and subscribers soon will have access to webinar packages focused on dementia care, electronic charting, and other topics selected specifically to address the interests and needs of long term care, assisted living, independent living, and senior service professionals who are destined to be new age leaders.



Change always brings questions, and WAHSA strives to provide answers. This was the philosophy behind the new "chat" services WAHSA introduced this year. Legal Chat conference calls and Business Office Chat conference calls were two more opportunities for WAHSA members and subscribers to come together with professional consultants and experts to discuss real-life scenarios, current questions, successful strategies, timely tips, and best practices.



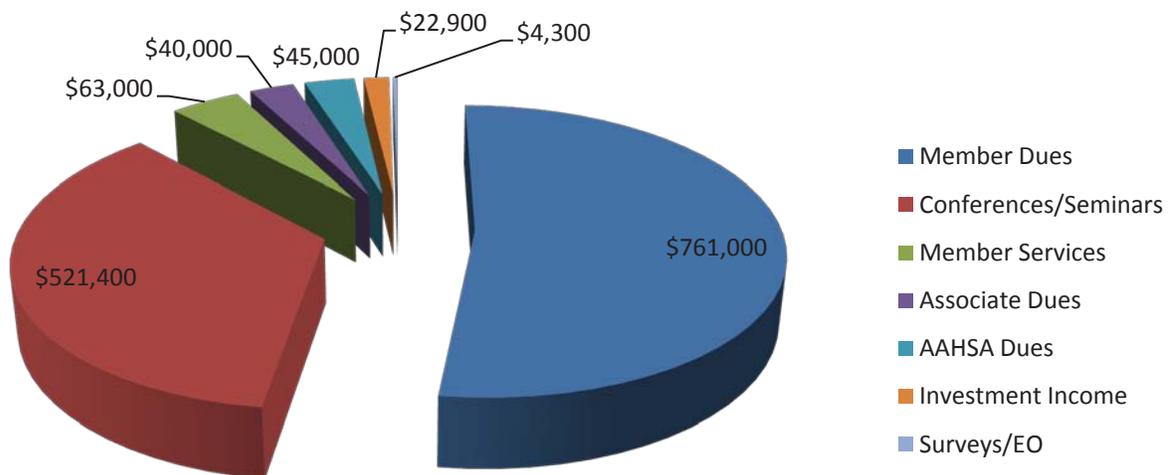
With the incredible growth and continued success of the RCAC Quality Improvement Network, the CBRF Quality Improvement Network, the Assisted Living Nurse Network, the Independent Living Network, the Trends and Technology Network, and the MDS Innovation Team, WAHSA expanded its reach even deeper and stronger into the membership with the successful development of the CEO Network and the Campus Administrator Network. Plans already are underway for the creation of the Adult Day Care Network.



Recognizing technology as one of the driving forces of change, WAHSA pursued technology on multiple fronts throughout the year. On one level, WAHSA implemented a number of strategies to advance the technological abilities of the association staff. On many other levels, WAHSA is working to help members by providing a forum on electronic records software, establishing a task force to develop policies and procedures for electronic charting, pursuing technology trends, and helping members integrate technology as a means to achieving efficiencies. WAHSA continues to work on even more plans to help members with the adoption and integration of meaningful technology that will enhance quality as we work together to change into the future.

WAHSA led the charge in seeking needed improvements to the Family Care long term managed care program by, among other things, testifying in support of an audit of the program by the Legislative Audit Bureau (LAB), offering numerous suggestions to LAB staff on ways to improve the program, and providing input on the development of a Family Care assisted living (AL) rate-setting methodology based on actual provider costs rather than programmatic savings potential.

## Projected Revenues June 30, 2011 - \$1,457,600



In attempts to refine the proposed Family Care AL rate-setting model, WAHSA provided the DHS with member staffing costs to more accurately depict AL wages and benefits, advocated for the need to separate revenues/ expenditures for different client groups by type of services to avoid forced cuts to elder services, and argued against a DHS-proposed "regression model" and "scope of services" document which attempts to roll added services into the AL provider's daily rate.

WAHSA established immediate presence with the Walker Administration through several meetings and briefings with DHS Secretary Dennis Smith, DHS Deputy Secretary Kitty Rhoades, and Medicaid Director Brett Davis, which resulted in a DHS pledge to work "to return the bed tax skim" and to ensure that nursing home surveyors are more appropriately focused on quality improvement, not punishment and unwarranted sanctions.

In concert with LeadingAge, WAHSA has focused on three federal issues of importance to members: 1) Extension of the enhanced federal Medicaid funding for States through June 30, 2011; 2) Rescinding the Department of Labor (DoL) rule banning 16-17 year old nursing home staff from operating or assisting in the operation of mechanical patient lifts; and 3) In concert with Senator Herb Kohl (D-WI) and his staff from the U.S. Senate Special Committee on Aging, seeking a reversal of a position held by the U.S. Drug Enforcement Administration (DEA) which prohibits a long term care facility nurse from being recognized as an agent of a practitioner prescribing controlled substances and a chart order from being acknowledged as a valid prescription.

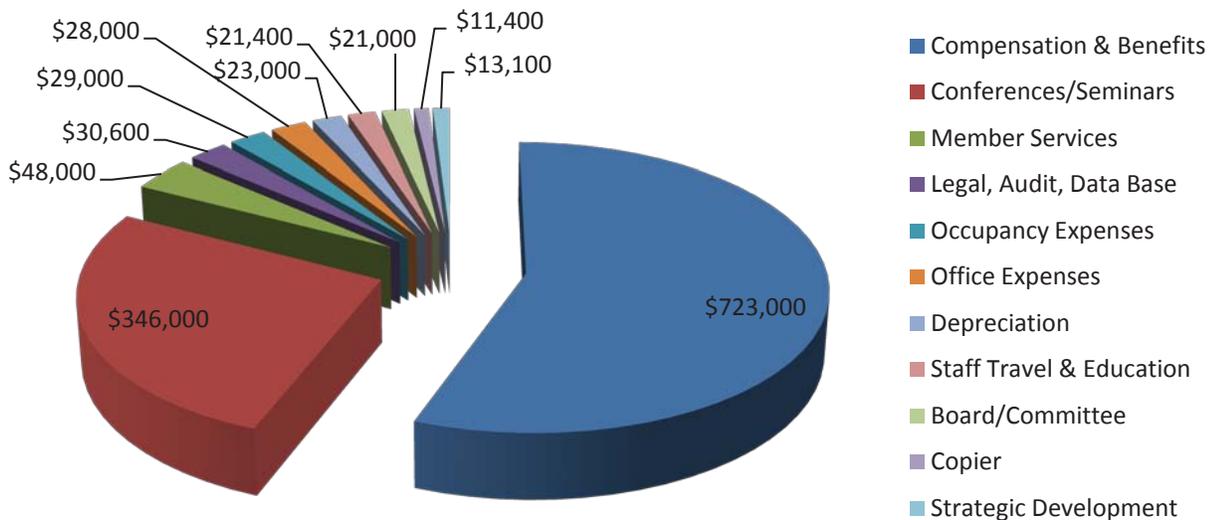
Working with DHS officials and Senator Dan Kapanke (R-La Crosse), WAHSA has led provider efforts to craft "dual enforcement" legislation which would prohibit the DHS Division of Quality Assurance (DQA) from issuing a State notice of violation to a nursing home if the DQA also has issued a federal violation that is based on the same facts. In addition, WAHSA strenuously argued that federal and state regulators were overreaching in their interpretation of reporting requirements for allegations of resident abuse, neglect, and misappropriation of property.

WAHSA testified in support of provisions in a 2011 tort reform special session bill which would place a \$750,000 cap on the award of noneconomic damages against a nursing home or assisted living facility found to have negligently injured a resident. In response to critics of our tort reform position, WAHSA developed and distributed a briefing paper that clarified or refuted statements made by our opponents.

In conjunction with the Wisconsin Health Care Association, WAHSA has contracted with NorthStar Economics to develop a 2011 statewide and facility-specific nursing home economic impact statement using the most recent Medicaid cost reports.



## Projected Expenses June 30, 2011 - \$1,294,500



# Wisconsin Association of Homes and Services for the Aging

## 2010-11 Executive Committee

\* Denotes LeadingAge Delegate

**President**  
**Lynn Binnie**  
Fairhaven Retirement Community  
Whitewater

**President Elect**  
**Bonnie Zabel**  
Marquardt Village  
Watertown

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	<p><b>Immediate Past President</b> <b>Craig Ubbelohde</b> Lutheran Homes of Oshkosh Oshkosh</p>	<p><b>Senior Advisor</b> <b>David Keller</b> Luther Manor Wauwatosa</p>	<p><b>LeadingAge Board Member</b> <b>Steve Jaberg</b> Cedar Community West Bend</p>
<p><b>Staff</b></p>	<p><b>John Sauer</b> Executive Director</p> <p><b>Tom Ramsey</b> Director of Government Relations</p>	<p><b>Janice Mashak</b> Director of Member Services</p> <p><b>Sarah Paterson</b> Member Services Assistant</p>	<p><b>Brian Schoeneck</b> Director of Financial Services</p> <p><b>Pam Walker</b> Executive Secretary</p>