

# 2015 Annual Report



[WWW.THECEAL.ORG](http://WWW.THECEAL.ORG)

# LETTER FROM THE CHAIR

The Center for Excellence in Assisted Living (CEAL) was created to find common ground between assisted living stakeholders and speak with one voice on critical research, public policy and practice issues impacting quality and affordability. CEAL's "common ground" approach is designed to deliver practical and actionable resources to help guide the model's evolution, while maintaining assisted living's core person centered values and expanding access.

Never has finding common ground been more important to preserving assisted living's values and expanding its impact than in today's rich environment of rapid change in health and long-term care systems. With many issues competing for our attention and finite resources, CEAL hosted a symposium in late 2014 on "The Future of Assisted Living: Consumer Preferences and the Era of Healthcare Reform." The symposium was designed to collect the thoughts of a diverse group of stakeholders on how assisted living needed to evolve over the next 5 to 10-years and where CEAL could help. Participants identified the greatest current challenges and opportunities for assisted living to demonstrate the model's value in quantifiable terms within an increasingly outcome focused consumer and payor healthcare culture.

The resounding advice for CEAL was to turn our capacity to identifying a common set of strong and appropriate outcome measures where available, and play a key role in the development of new measurements needed to address gaps. This advice was our primary focus in 2015, leading CEAL to design and fund a study to review existing long-term care quality measures that can be used by assisted living, and what measures need to be developed. CEAL has funded Sheryl Zimmerman and her team at University of North Carolina's Sheps Center to conduct the review, and results are expected in the first half of 2015. The review will allow CEAL to consider and select existing measures appropriate for assisted living, as well as identify the gaps that we might work to fill. It is satisfying to see CEAL's carefully developed capacity applied to such important work.

Alongside our major initiative on outcomes, CEAL maintained its strong commitment to policy issues critical to assisted living in 2015. Our major activity was addressing equal access to assisted living. In 2015, the Centers for Medicare and Medicaid Services (CMS) finalized a new rule clarifying what services qualify for Medicaid reimbursed home and community-based care. CEAL applauds CMS's hard work to better define "home and community" to insure that scarce waiver funds provide truly non-institutional options to low-income Medicaid beneficiaries. Like all new rules, interpretive issues exist and assisted living confronts two important ones. Special care dementia units and assisted living located close to institutional settings are flagged for "heightened scrutiny."

CEAL is concerned that, without clear guidance regarding what heightened scrutiny will evaluate, providers may shy away from developing new units targeted to serving low-income individuals. CEAL has a strong relationship with CMS and continues to engage in very productive conversations about what additional guidance may be needed to encourage new development and the preservation of existing high quality resources.

Finally, 2015 was my second and last year as Chairman of the CEAL Board. It has been a great privilege to facilitate the work of CEAL during my tenure. In addition to our many accomplishments over the past two years, the board has focused on evaluating the organization's first ten years, and positioned CEAL for even greater impact in the next decade. So, it is with great anticipation that I look forward to CEAL's future contributions to assisted living, especially in 2016 under Lindsay Schwartz's bright and energetic chairmanship.

Sincerely,

***Robert Jenkins***

Board Chair, Center for Excellence in Assisted Living

Director of Social Impact Initiatives, National Cooperative Bank (NCB)

## THE CEAL VISION, MISSION AND GUIDING PRINCIPLES

### VISION

CEAL envisions a society that supports quality of life for all individuals and their right to age with respect and dignity.

### MISSION

CEAL is a national coalition of diverse stakeholder organizations dedicated to advancing excellence in assisted living.

### GUIDING PRINCIPLES

CEAL supports assisted living communities that:

- Are licensed and operate in accordance with all applicable laws and regulations.
- Are person-centered, consumer driven and actively engaged with the community at large.
- Foster the professionalism of their work force through education, training, sharing of best practices, as well as providing competitive wages and benefits that reflect the local market area.
- Advance programs, policies and research to ensure high quality person-centered care for all residents.
- Provide access to high quality assisted living for all individuals, regardless of income.
- Operate in a responsible, ethical, and professional manner.

# A UNIQUE ORGANIZATION

CEAL is a non-profit collaborative of 11 national organizations representing a unique balance of key stakeholders in assisted living including: four consumer advocacy organizations; four assisted living provider organizations; an organization focused on promoting the availability of affordable assisted living; a national assisted living nurse's association; and an organization focused on championing quality for aging services. A member from each organization comprises the 11-member volunteer Board of Directors.

The Center for Excellence in Assisted Living (CEAL) was created as an outgrowth of a national initiative known as the Assisted Living Workgroup (ALW). The ALW was formed at the request of the U.S. Senate Special Committee on Aging in 2001. Nearly 50 organizations representing a broad range of stakeholders came together over the course of 18 months to develop consensus recommendations to assure quality in assisted living. The 110 recommendations were presented to the Aging Committee at a hearing held in April 2003.

The first ALW recommendation was to form and fund an entity to continue the work of the ALW and to serve as an ongoing information clearinghouse. The recommendation further stipulated that the entity should include a governing board comprised of diverse key stakeholders. Eleven of the key stakeholder organizations involved in the ALW formalized this recommendation to create CEAL. CEAL was incorporated in the District of Columbia in November 2004 and subsequently granted 501 (c) (3) status by the IRS.

CEAL promotes high-quality assisted living in a variety of ways. Serving as a convener, CEAL brings together diverse stakeholders and thought leaders to examine issues related to assisted living. CEAL also helps to bridge research, practice and policy gaps that foster quality and affordability, and maintains an objective national center of information and resources about assisted living.

For more information about CEAL, please visit [www.theceal.org](http://www.theceal.org).



# CEAL ADVISORY COUNCIL

The CEAL Advisory Council was formed in 2005 and includes a diverse representation of the assisted living stakeholder community. In 2014, the volunteer Advisory Council met three times in Washington, DC, including attendance at the 2014 CEAL Assisted Living Roundtable Symposium, and served a critical role in developing recommendations that help to shape and inform CEAL's annual goals and objectives.

To advance quality in assisted living, the CEAL Advisory Council:

- Provides a forum for a diverse representation of stakeholders to discuss key topics of importance to assisted living
- Facilitates exchange of information and ideas related to current developments in areas such as research, technology and affordability.
- Raises timely policy issues and provides recommendations for the CEAL board's consideration.

## CEAL ADVISORY COUNCIL PARTICIPANTS

### **Bev Laubert**

National Association of State Ombudsmen Programs

### **Bonnie Ruggles-Ruechel, ACC/EDU, AFL, MC**

National Certification Council  
for Activity Professionals

### **Chris Herman, MSW, LICSW**

National Association of Social Workers

### **Dan Haimowitz, MD**

American Medical Directors Association

### **Dan Timmel**

DHHS, Centers for Medicare and Medicaid Services

### **David Farrell, MSW, LNHA**

NCB Capital Impact

### **Deb Merrill**

National Association of State Units on  
Aging and Disability

### **DEB Potter**

DHHS, Office of Disability, Aging,  
and Long-Term Care Policy  
Office of the Assistant Secretary  
for Planning and Evaluation

### **Joan Baird, PharmD, CGP**

American Society of Consultant Pharmacists

### **Judi Lund Person, MPH**

National Hospice and Palliative Care Organization

### **Linda Aufderhaar**

National Association of Professional  
Geriatric Care Managers

### **Louise Ryan**

DHHS, Administration for Community  
Living, Administration on Aging

### **Marianna Grachek**

American College of Health Care Administration

### **Mauro Hernandez, PhD**

Concepts in Community Living, Inc.

### **Paula Carder, PhD**

The Gerontological Society of America

### **Randy Lindner, MHSA, CAE**

National Association of Long Term  
Care Administrator Boards (NAB)

### **Sheryl Zimmerman, PhD**

The Gerontological Society of America

### **Theresa Connor**

Compassion & Choices

### **Vanessa Emm, ACC/EDU, AC-BC, CDP**

National Association of Activity Professionals

### **W. Bradford Klitsch**

Direct Supply Inc.

■ **Research:** Environmental Scan of Measures of Excellence across Health and Long Term Care Settings – in the spring of 2015, CEAL initiated the RFP process, and ultimately awarded this environmental scan project to UNC. CEAL formed a Special Projects Committee to work collaboratively with the UNC research team. Final results are scheduled for first quarter 2016, and application has been made to present the findings at key stakeholder conferences.

■ **Joint Conference Presentations:** Toolkit for Person-Centeredness in Assisted Living (PC-PAL) – representatives from UNC and CEAL jointly presented this useful tool at several 2015 member conferences including ALFA and LeadingAge. Released in July 2014, this informational guide and questionnaires of person-centered practices in assisted living, called the PC-PAL, was developed through a close partnership between CEAL and the University of North Carolina at Chapel Hill, along with assisted living providers, residents, family members, and organizational representatives. Available for free download, the Toolkit includes questionnaires that measure Person-Centered Practices in Assisted Living. [Click here to access the PC-PAL.](#)

■ **Publication:** The Future of Assisted Living in the Era of Healthcare Reform – This white paper summarizes the key outcomes from the 2014 CEAL Assisted Living Roundtable Symposium entitled “The Future of Assisted Living: Consumer Preferences and the Era of Healthcare Reform”, held on October 9 and 10, 2014, in Washington, DC. The report underscores the four key focus areas that stakeholders identified for assisted living to maintain its pioneering focus over the next 3 to 5 years:

- Recruitment, development and retention of quality personnel
- Best practice data collection and sharing
- Public policy and regulations
- Affordability

In addition, the report highlights opportunities where CEAL can play a role, providing leadership and a unified voice in these priority areas. Published on April 1st, 2015, the white paper had a wide distribution among key assisted living stakeholders, and was a topic of discussion, distribution and presentation at CEAL member association conferences including ALFA. The report can be accessed on the CEAL website.

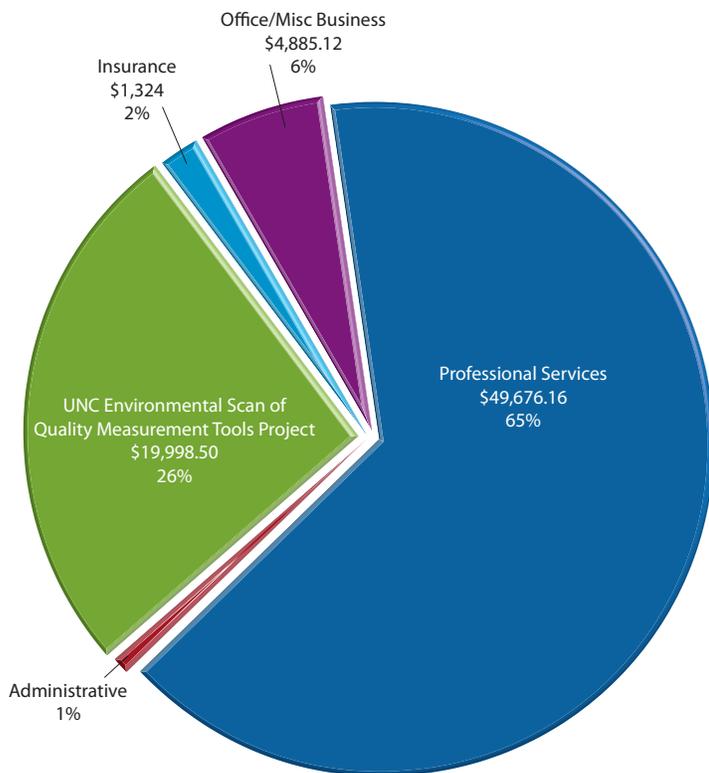
■ **National Center for Health Statistics (NCHS)** — CEAL continues to work with this CDC agency on the [National Study of Long-Term Care Providers](#). CEAL has encouraged participation by providers, provided feedback on the survey, and disseminated reports from the study.

■ **CEAL Advisory Council** — In 2015, CEAL's volunteer Advisory Council met twice via webinar, to discuss and examine current assisted living topics from a diverse stakeholder perspective. Meeting topics in 2015 included the use of electronic surveillance in senior living from the consumer, provider and regulatory perspectives, the Independence At Home (IAH) Demonstration, and the January 2015 OIG Report on Hospice and Assisted Living.

# FINANCIAL HIGHLIGHTS

## 2015 EXPENSES

Total: \$75,883.78



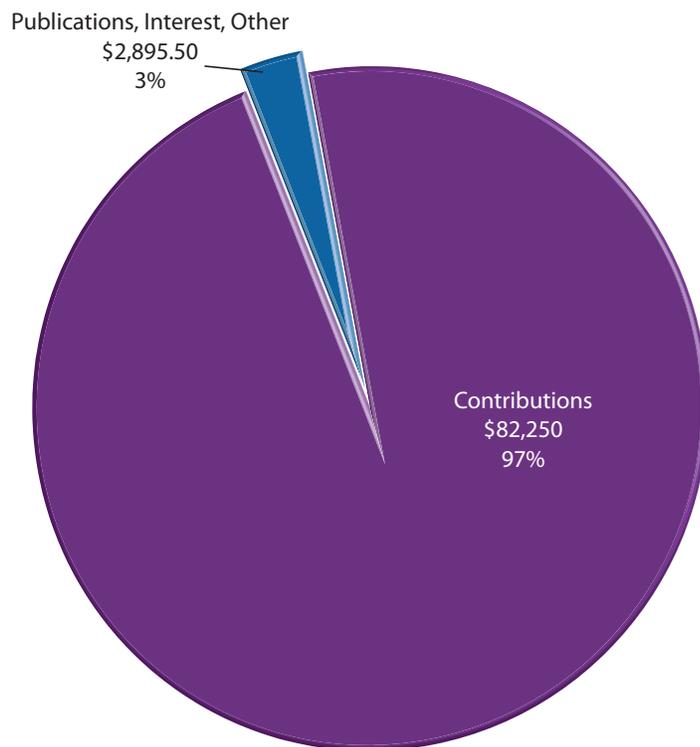
In 2015, CEAL was fully staffed, reflected in increases in Professional Services and Business expenses from 2014. This professional support allowed CEAL to execute on many of its strategic planning goals, including publication and distribution of a white paper resulting from the 2014 symposium, and the successful collaboration with UNC on an Environmental Scan project that, when published in 2016, will provide a valuable resource for assisted living stakeholders.

## 2015 REVENUE

Total: \$85,145.50

97% of CEAL 2015 Revenues were generated from annual dues contributed by the member organizations. One member paid twice in 2015 to bring dues up to date, which is reflected in the revenue increase from 2014.

Most of the additional 3% of Revenue was derived from the sale of two pocket guides that CEAL helped to produce and publish.



# WITH GRATITUDE

CEAL wishes to express its sincerest thanks to the following individuals who left board service in 2015. In addition to donating their valuable time and extraordinary talents to CEAL, each has made significant contributions to advancing excellence in assisted living in their professional endeavors.

CEAL owes great thanks to Rachelle Bernstecker, who retired in mid-2015 from her position as Vice President of Government Affairs from the American Seniors Housing Association (ASHA). Rachelle held several CEAL leadership positions over her many years on the Board. With her quick wit and insightful ability to cut to the heart of any matter, Rachelle was a great asset to CEAL during her tenure. We are pleased that ASHA will continue to be represented by Jeanne McGlynn, ASHA's new Vice President of Government Affairs.

Our heartfelt congratulations go to Maribeth Bersani who was promoted to Chief Operating Officer at Argentum (formerly ALFA) in the fall of 2015. During her long tenure and many leadership positions on the CEAL Board, Maribeth worked tirelessly to find common ground between CEAL's deliberately diverse member organizations so we could speak with one voice on issues impacting assisted living. Maribeth will remain involved through Argentum's continuing representation on the CEAL Board as well as her fierce commitment to excellence in assisted living.

Cyndy Cordell will be greatly missed on the CEAL board. When Cyndy stepped onto the board she immediately made herself indispensable as Treasurer. Cyndy will be replaced on the CEAL Board by her D.C. based colleague, Doug Pace, while she continues her role as the Director of Healthcare Professional Services at the Alzheimer's Association in Chicago. During her two years as treasurer, Cyndy revamped the organization's accounting systems and set a sound financial foundation for the future. We are excited that Cyndy's replacement is a returning founding board member of CEAL.

Sincerest congratulations to Jean Accius, promoted in late 2015 to Vice-President of the Long Term Services and Support & Livable Communities Group in the Public Policy Institute at AARP. During his tenure with CEAL, Jean brought a passion and strong focus on advocacy and public policy issues that impact seniors. He will continue to contribute to CEAL as a thought leader and influencer through Kathleen Ujvari, Policy Research Senior Analyst with AARP's Public Policy Institute.

Finally, in 2015 CEAL was sad to lose a founding member organization, the Consumer Consortium for Assisted Living or CCAL – Advancing Person-Centered Living. While CEAL well understands the constraints of a small organization and the need to focus limited resources on a core mission, we will very much miss CCAL's fair and firm consumer advocacy. CEAL is tremendously grateful to the variety of talented CCAL board members who volunteered to fill their CEAL board seat over the last 10 years, especially Jackie Pinkowitz who committed endless hours on important projects essential to CEAL's mission in addition to a punishing 8 hour roundtrip drive to attend board meetings (special thanks to Lon, Jackie's faithful driver and spouse). CEAL is in the process of identifying a consumer advocacy organization capable of replacing CCAL's important voice on the board.



# 2015 CEAL BOARD OF DIRECTORS

## Jean Accius, PhD

AARP  
601 E Street, NW  
Washington, DC 20049  
(202) 434-3862  
jaccius@aarp.org



## Cathy Lieblich

Pioneer Network  
PO Box 18609  
Rochester, NY 14618  
(407) 514-1815  
cathy.lieblich@pioneernetwork.net



## Josh Allen

(Representing AALNA)  
In Touch At Home Care  
500 Stevens Avenue, Suite 100  
Solana Beach, CA 92075  
josh.allen@intouchathomecare.com



## Steve Maag

LeadingAge  
2519 Connecticut Avenue, NW  
Washington, DC 20008  
(202) 508-9498  
smaag@leadingage.org



## Jeanne McGlynn (July - Dec)

American Seniors Housing Association  
5225 Wisconsin Avenue, NW  
Washington, DC 20015  
(202) 237-0900  
jeanne@seniorshousing.org



## Lee Page

Paralyzed Veterans of America  
801 18th Street, NW  
Washington, DC 20006  
(202) 416-7602  
leep@pva.org



## Maribeth Bersani (Jan - Dec) - CO-CHAIR

Argentum  
1650 King Street  
Alexandria, VA 22314  
(703) 894-1805  
mbersani@argentum.org



## Doug Pace

(Representing CCAL)  
Alzheimer's Association  
1212 New York Ave NW, Suite 800  
Washington, DC 20005  
(202) 638-8661  
dpace@alz.org



## Cyndy Cordell - TREASURER

Alzheimer's Association  
225 N. Michigan Avenue  
Chicago, IL 60601  
(312) 335-5867  
ccordell@alz.org



## Lindsay Schwartz, PhD - SECRETARY

ASHA/NCAL  
1201 L Street, NW  
Washington, DC 20005  
(202) 898-2848  
lschwartz@ncal.org



## Robert Jenkins - CHAIRMAN

NCB  
2011 Crystal Drive  
Arlington, VA 22202  
rjenkens@ncb.coop



## Diane Doumas

Executive Director  
CEAL  
2961-A Hunter Mill Rd #620  
Oakton, VA 22124  
(703) 888-9557  
ddoumas@theceal.org





# CENTER FOR EXCELLENCE IN ASSISTED LIVING

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