

**LeadingAge Georgia & Georgia Institute on Aging
2019 Annual Business Meeting & Networking Luncheon
Lenbrook, Atlanta | Thursday, December 5, 2019
9:30 am – 1:30 pm**

- A. Welcome & Call to Order, Chris Keysor, Chair, LeadingAge Georgia and President of Lenbrook
- B. Approval of Minutes from Annual Meeting held on December 6, 2018, Chris Keysor
Action Item: Accept 2018 Minutes
- C. 2018 Accomplishments & Recognition, Chris Keysor
 - 1. Strategic Plan, Chris Keysor and Others
 - 2. Georgia Institute on Aging, Ginny Helms
 - 3. A Word from a Graduate from the Walter O. Coffey Leadership Academy, Anita Polk
 - 4. Celebration of the 2019 Walter O. Coffey Leadership Academy Graduates
 - 5. Highlights of Positive Aging
 - 6. Recognition of Georgia Institute on Aging Partners & Supporters, Scott Bassett & Ginny Helms
- D. Committee Reports, Chris Keysor
 - 1. Membership, Ginny Helms
 - 2. Finance – 2019 Treasurer’s Reports, Kyle Huhtanen
Action Item: Accept 2020 Budgets (includes a 3% state association dues increase and the 2020 national dues structure)
 - 3. Public Policy report was given by Terry Barcroft earlier in the program
- E. Nominating/Awards Committee, Chris Keysor & Karon Winston
Presentation of Leadership Awards to Members Ending their Service, Chris Keysor and Karon Winston
Presentation of Slate of Board Members and Officers for LeadingAge Georgia and Georgia Institute on Aging
Action Item: Accept Slate of Board Members and Officers for LeadingAge Georgia and Georgia Institute on Aging
- F. Installation of 2020 Officers & New Board Members
Mark Lowell, Chair of Awards & Nominating Committee
- G. Closing Remarks & Adjournment of Adjournment of 2019 Annual Business Meeting,
Ginny Helms, Karon Winston and Chris Keysor
- H. Comments from Lori Ann Walden of Morrison Community Living

LeadingAge Georgia Membership Awards Program (See Separate Awards Program)
Mark Lowell, Chair, Awards & Nominations

Awards Luncheon Sponsored By:



LeadingAge Georgia, Georgia Institute on Aging, Center for Positive Aging
2018 Annual Meeting
December 6, 2018 Minutes

James Wells, Welcomed everyone on behalf of Canterbury Court, our host for the Annual Business Meeting. James welcomed Katie Smith Sloan, our national president, thanked Morrison Community Living for providing lunch

Mark Lowell, chair of LeadingAge Georgia welcomed everyone and called the meeting to order. Mark also presented the minutes from the 2017 Annual Meeting and no changes were noted. A motion was made and seconded to accept last year's minutes. Motion was approved unanimously.

2018 Accomplishments:

M. Lowell opened this section by highlighting 2018 accomplishments. He acknowledged the individuals who attended and implemented Eden Alternative and Culture Change training. Mark emphasized that "well-being" is our term and explained we need to use the term "older adults" in an effort to stamp out ageism. Mark acknowledged the work of the staff, Walter and the LeadingAge and Georgia Institute on Aging boards. Mark recognized Deke Cateau for his work implementing the Eden Alternative and for being chosen to serve on the Eden board. Mark also acknowledged Katie Smith Sloan and her team at national for their outstanding public policy efforts and educational offerings.

Katie Smith Sloan, president of LeadingAge national, talked about the accomplishments of the states working together with national for public policy wins and emphasized that the town hall meetings are a cornerstone of member-driven policy development. She indicated that together we were successful in repealing the therapy caps and obtaining funding for HUD programs through the legislature. She indicated that we are in the process of fixing the survey process. She indicated she has been working with the media to address the unfair coverage of nursing homes in the press. She said she was successful in getting a letter to the editor published to bring awareness of the importance of quality care in nursing home and that governments must be held accountable for paying for the care. She indicated we need to be more effective in working with the media. She said we've breathed new life into grassroots efforts and this year over 62,000 advocate letters and emails were sent to congress. She talked about the fact that workforce is a challenge worldwide and that we need to continue to work for HUD funding to combat homelessness. Katie shared that there will be a HUD rally in March and she will send out information when she receives information that a rally permit has been granted. Katie charged us with inviting law-makers to our communities and find issues they care about. She encouraged us to increase our efforts of telling our story in order to be more effective with policy efforts. She concluded by saying she is bullish on what lies ahead.

Connie White, chair of the Institute board thanked everyone for engaging in the educational programs offered through the institute and encouraged everyone to engage in the programs even more in the future. She then introduced George Walker.

George Tucker, co-chair of the professional development committee for the Georgia Institute on Aging provided highlights of programs offered throughout the year including the Walter O. Coffey Leadership Academy and the Culture Change Summit on Palliative Care. George encouraged everyone to attend the Tech and Aging Summit.

Jacque Thornton revealed the theme of the 2018 annual conference – “What-if.” She then called Ginny Helms to the podium and together they presented awards to the 2018 Walter O. Coffey Leadership Academy graduates. See attached sheet with the names of the graduates. Jacque then turned the podium over to Samantha Eaves. She also acknowledged the great work of the members of the professional development committee and presented the 2019 offerings of training programs.

Samantha Eaves, co-chair of Profiles of Positive Aging gave highlights from the Profiles of Positive Aging event. She indicated that we need to rethink the concept of getting older – that at all times in our lives we are getting older. She said the Profiles of Positive Aging truly highlights individuals who are successfully getting older and we all need to embrace the concept. Samantha said this year’s event was successful and we met our fundraising goal. Samantha thanked our member communities who sponsored the event and recognized the corporate sponsors listed in the meeting packet.

Weyman Perry, member of the 23rd Annual Center for Positive Aging Golf Tournament in Honor of Harry G. Haisten indicated that the golf tournament was a success. In addition to there being seventy-eight players who had a great day of golf, the fundraising goal was met for the event. Weyman presented the trophy for the tournament to Sojourner Marable Grimmett and she accepted it on behalf of the winning team National Church Residences.

Jacque Thornton recognized and thanked the sponsors of the Georgia Institute on Aging and Ginny Helms recognized and thanked Alliant Health Solutions, Inc. - Healthcare Research Inc. for providing funding that has been used for scholarships to the institute for several years.

Committee Reports:

Public Policy: Tom Rockenbach spoke about our successes in obtaining a 5% rate increase from Medicaid for adult day health providers. He also introduced the new public policy initiatives document that the public policy committee recently developed and the board adopted. He also presented the issues that will be addressed in the 2019 legislative session. A copy of the initiatives document is attached.

Membership: Ginny Helms indicated that we added five new provider members and seventeen new business members and we now have a total of 157 provide members and seventy-seven business members. She indicated that the staff and board are listening to members to ensure that both public policy and educational offerings are member driven. Ginny then invited Jacque Thornton and Susan Watkins to the podium and together they presented the **Alison Cuba Champion Award** to Scott Bassett for his service to the Association particularly for going above and beyond with planning and implementing the annual conference and the Profiles of Positive Aging event.

Finance & 2016 Treasurer's Report: Mark Lowell brought forward Arthur Levin who presented information on the financials for all three boards. Shannon MacArthur who is the treasurer for the Georgia Institute on Aging was out of the country. Arthur asked if there were any questions of which there were none. Arthur then presented the 2019 proposed budgets and indicated the budget includes a 3% increase in state dues and a new dues structure for national dues. He indicated the national dues restructure is based on bands and is to make dues equitable to all members. He indicated that it will not result in an increase in overall national dues but some members will see a dues increase and some members will see a dues decrease. Mark Lowell called for a motion to accept the financial reports of each organization and approve the 2019 budget for each organization. Motion was made, seconded and the financial reports and budgets for each organization were accepted unanimously.

Vanessa Ceasar (GA Value First Rep) shared successes of members saving money in Georgia and offered to conduct cost studies for members.

Connie White recognized the work of the three Georgia Institute on Aging/Center for Positive Aging board who are rotating off of the board including Keith Gadd, Lisa Kiely and Ellen Miller Mapp.

Nominating Committee: **Mark Lowell** presented the slate of new board members, 2019 officers and nominating committee for LeadingAge Georgia and The Georgia Institute on Aging. The Institute and Center boards were combined. A motion to accept the nominating committees' reports and the motion was accepted unanimously.

Board/Officer Installation: New board members and 2019 officers for each organization were presented and installed by Mark Lowell. Karon Winston, Chair for the Georgia Institute on Aging offered remarks on the year ahead. Most of the comments were centered on our success and continuing the important work moving forward. Chris Keysor, Chair for LeadingAge Georgia gave comments and indicated a need for us to be open to serendipity -- the act of keeping your eyes, ears and heart open to hearing what is important. He indicated that workforce is a priority area for him and that it is important to engage our members on leadership, public policy and networking in order to support the work of the Association.

James Wells introduced the Morrison Community Living chef who described the luncheon meal he and his team prepared for us.

Closing Remarks:

Mark Lowell shared brief closing remarks and encouraged everyone to have a renewed passion for their work and the work of the Association. Ginny Helms thanked Jacque Thornton, Susan Watkins and Walter Coffey for their support through the year. She also thanked Mark Lowell for his guidance and Arthur Levin, Shannon MacArthur and Christina Lopez for their financial oversight. Ginny also thanked our boards and committee members. She concluded by thanking James Wells and the

Canterbury Court team for hosting our meeting and Chuck Trascritti of Morrison Community Living for providing outstanding meals for our event.

Mark Lowell adjourned the meeting and called Ellen Dunn forward to facilitate the 2018 Membership Awards Program. A list of the award winners is below.

2018 LeadingAge Georgia Award Winners:

LeadingAge Georgia Award of Honor:
Ellen Miller-Mapp

Innovation in Care and Services Award:
A.G. Rhodes Health & Rehab off Cobb

LeadingAge Georgia Volunteer of the Year Award:
Ruth Keeler

LeadingAge Georgia Distinguished Service Award:
Lisa Kiley
Tameka Jackson

Caring Heart Award:
Tabitia "Tia" Copeland
Sue Hughey



2020-2023 Strategic Plan

**Analysis and Facilitation by:
Battisti Management Affiliates**

October 2019

Message from Chris Keysor, Chair of the LeadingAge Georgia Board

When we gathered as providers, consumers and business partners to mold LeadingAge Georgia's strategy for the next three years we focused on different ways of wording our mission, vision and goals. But with our mission based principles I believe LeadingAge became a community where there is a feeling of fellowship with others, as a result of sharing common attitudes, interests, and goals. In fact this strategic retreat reminded me of the African proverb: "If you want to go fast, go alone. If you want to go far, go together."

It was clear that any one of the members in attendance at the strategic retreat has the ability to act on their own. In fact, I would imagine anyone in that meeting would be very effective acting quickly to make something happen in an emergency. There are certainly situations where you need to act quickly on your own. However, when you want to really move the dial on important issues that impact a broad range of people it is critical to move as a community. You need the broad experiences, skills and perspectives in the room to create the vision and strategy to make a significant change.

Just like in strategic planning much of our daily work as an association is better done together. When I am asked about what value LeadingAge creates to my organization, I am quick to respond that LeadingAge brings together the resources we need as mission based organizations to create the trusted voice in public policy, to further education of our engaged people and create an environment where we can share and leverage best practices amongst our communities. I feel that as an association we create a community broader than even our own complex communities.

As you plan out your next three years I would encourage you to actively make a plan that includes LeadingAge. I am personally ensuring that our Lenbrook community engages in our LeadingAge Community by:

- Reacting to public relations to fight ageism and mis-directed scrutiny in our sector;
- Prioritizing public policy initiatives;
- Attending our incredible peer and partner driven education; and,
- Sharing our best practices so others can learn and advance our shared interests.

But most of all help make LeadingAge the community that you turn to create the trusted voice for aging.

Message from Karon Winston, Chair of the LeadingAge Georgia Institute on Aging Board

As president of the Georgia Institute on Aging and a graduate of the LeadingAge Georgia Leadership Academy, I want to encourage all of our members to truly engage with the Georgia Institute on Aging. The new strategic plan is a very robust plan and I know it will take our members to new heights as we truly bring to life the vision to create and maintain cultures that reflect well-being of older adults and those who serve them. I can personally say, that I have had tremendous personal and career growth as a result of my engagement with the Leadership Academy and I have had very beneficial conversations with both the staff and fellow members through opportunities for idea sharing. It takes the training, idea sharing and mentoring for individuals to grow and be the servant leaders our field needs. I look forward to seeing you at the programs offered through the Georgia Institute on Aging.

Message from Ginny Helms, President of LeadingAge Georgia

Every day, LeadingAge Georgia members honor their commitment to being mission-driven and enhancing lives of older adults. Our 2020-2023 strategic plan reflects the vision of our LeadingAge Georgia board and the LeadingAge Georgia Institute on Aging board for *fortifying members* as they strive to recruit and retain competent staff and ensure well-being of residents/clients *and* staff. We'll be bringing awareness to positive aging and how older adults can *thrive* when there is a focus on well-being of residents/clients *and* staff. You can expect us to be member driven as we engage in advocacy efforts on behalf of our members and those they serve. Our plan includes measures for serving more mission-driven organizations, growing our ability to serve members and increasing our effectiveness through our partnership with our incredible leaders at LeadingAge national. I encourage *you* to reach out to us and let us know how *you* would like to engage as we carry out the important work set forth in our plan.

I would like to thank all of our board members who worked to develop this plan, Nancy Hooks, our incredibly talented liaison to LeadingAge National who brought the national perspective and Francis Battisti, PhD, our advisor for our plan, along with his

associate Chris Battisti, MBA of Battisti Management Affiliates. They provided outstanding guidance throughout the process.

Theme for the 2020-2023 LeadingAge Georgia Strategic Plan

As members of the boards of LeadingAge Georgia and the LeadingAge Georgia Institute on Aging worked together on our 2020-2023 strategic plan, an overarching goal/theme clearly emerged that all members embraced. *The overarching goal of LeadingAge Georgia is to help members create and maintain mission-driven cultures that reflect well-being of older adults and those who serve them.* We agreed we will carry out this goal through public policy, education and idea sharing. We hope all of our members will embrace this goal!

Mission Statement and Explanation

We reviewed the LeadingAge Georgia mission, gave thought to themes like innovation, solutions and after all of the discussion, our boards worked together and agreed the mission of LeadingAge Georgia is *“To advocate for and support our mission-driven members who serve older adults.”*

Vision Statement and Explanation

Our boards expressed that LeadingAge members are mission-driven and are walking the walk. They are investing in recruiting and retaining compassionate, qualified staff as well as investing in person-centered training and professional development of staff. They are investing in appropriate staffing levels and are working on an on-going basis to achieve cultures that reflect well-being of older adults and those who serve them. It is because of these qualities that our members have earned a place in setting policy on the state and national level and in discerning what we need to do to fortify the workforce and ensure well-being of older adults. It is for these reasons, that our boards deemed the vision statement of LeadingAge Georgia *“To be the trusted voice in aging services.”*

Strengths, Opportunities, Aspirations and Results (SOAR)

Francis Battisti, PhD of Battisti Management Affiliates, our advisor for our strategic plan development led the boards in a SOAR analysis exercise to help identify the strengths, opportunities and aspirations of LeadingAge as well as the results we hope to achieve. Here is a summary from the SOAR exercise:

Workforce

Strengths – *What the organization does well, along with its key assets, resources, capabilities and accomplishments:*

- Quality education
- Leadership Academy
- Networking/peer group
- Multiple options for education specific to positions

Opportunities – *Circumstances that your team could leverage for success, eg. To improve financial viability, market share, or competitive edge:*

- Improve retention
- Create a culture dashboard (person directed)
- Improve culture
- Create “Best Places to Work” environment for member organizations
- Knowledge share – human resources best practices
- Certificates for competencies

Aspirations – *An expression of what you want to be and achieve in the future. A vision to build on current strengths, provide inspiration, and challenge the current situation:*

- Link employment to inspiration/drive
- Happy employees = happy consumers
- Tapping into desire of millennials for social awareness to industry
- Increased delivery methods for education options/increase knowledge of current options

Results – *Tangible outcomes and measures that demonstrate you’ve achieved your goals and aspirations:*

- Improved retention
- Higher employee engagement scores
- Improved turnover rates

Increase in applicants
Increase in years of service
Career ladders in place
Succession plans in place
More internal career advancements

Public Policy

Strengths

Our presence
Medicaid dementia add-on achieved in 2019
Leadership with public policy experience

Opportunities

Align with others

Aspirations

Make government realize what is needed
Influence law to reshape framework to benefit the aging community

Results

Number of policies passed
Dollars saved by providers
Members joining due to value of advocacy
Member satisfaction

Consumers

Strengths

Residents – full-house
Staff and employee satisfaction

Opportunities

Resident engagement
Number of residents
Understanding resident's needs

Resident satisfaction

Aspirations

Resident community partners

Resident and staff questionnaire

Technology

Results

Resident/client satisfaction that warrants a celebration

Education

Strengths

Leadership Academy

Focus on thought leadership

Person-centered programs

Opportunities

Take data and follow up

Mentor program

Showcase results

Increase in educational offerings

➤ offer programs outside of Atlanta

➤ offer webinars

Be ahead of the issues by 1-2 years

Aspirations

Care about employees growth and education outside of own organization

Wider community approach and responsibility

Results

Measure progress of participants

Training dollars

Feedback surveys

Non-member conversion rate

Idea Sharing

Strengths

- Best practices
- Trust each other
- Variety of aging experts in the field
- Open and honest feedback
- Making effort to have programs done by business members & providers
- We are able to change and are nimble
- Use the combined knowledge and experiences
- Provide affordable yet high quality training & development

Opportunities

- Number of participants

Aspirations

- Giving our members the tools & supports needed to provide the best service to our elders
- To have a voice loud enough to reach all of our target audience and grow
- Creating a consumer educational series track
- Explore ways to reach specific audiences

Results

- More benefit to provider/business members
- \$40,000 - \$50,000 for 1 FTE or 2 part-time staff
- Meeting education budget
- Participation numbers
- Evaluations/satisfaction surveys
- Creation of new program formats
- Number of unique community participants
- Financial outcomes
- Possible engagement analysis

Awareness

Strengths

- Have a seat at the table for legislative discussions in Georgia
- Represent all facets of aging and non-profit focus
- Profiles of Positive Aging event
- Passing of medical marijuana bill in 2018

Exempting NFPs from provider fees
Fastest growing aging demographics in the nation
Strong advocacy leader
Culture of person centered care – connections to Eden & CCNG
Innovative with small staff and active engagement of members creates a collaborative environment for idea sharing, innovation and partnerships

Opportunities

Use our awareness of how to tell our story of how we help them to age well for this growing population (differentiator)
Person-centered care – example - memory care population
Brand of excellence
Build the brand
Possible new customers – mission driven profit or not for profit – minimum standards
Educate about national tool kits (technology)

Aspirations

The ability to tell our story
Promote our culture – the fact that we are not just transactional
Bring awareness to the fact that aging has a fulfilling purpose in life – to be celebrated (meaning & dignity)
Bring awareness to rewarding career paths (LeadingAge Communities)
Targeted marketing campaign for workforce
Smart home technology

Results

Growing membership (not declining) as a metric
Attendance at how to tell our story (develop powerful story and get it to the community)
Invite community participation/increase participation
Obtain baselines to start measuring
Dedicated marketing campaign for all
 LeadingAge members – person-centered

- Develop one really strong video that tells what the LeadingAge difference is
- Develop social media campaign

Logos more uniform for LeadingAge Georgia and the LeadingAge Georgia Institute on Aging
More effective website
Better use of technology to communicate quickly what resources are available

Fundraising

Strengths

Strong member support – (for Profiles of Positive Aging and golf tournament)
Identity

Opportunities

More grant money
Don't have to ask – to become respected for our work so that donors want to give

Aspirations

Silent auction and other non-dues revenue sources of income
Outreach to non-member organizations for foundations/grants

Results

Increase dollar amount by targeted amount
Foundations vs. donor – analyze impact and target greatest impacts
Non-member donations
Increase local business support

Technology

Strengths

Aligned with CAST
Technology summit
Partnerships with providers and business members (like Simple C and iN2L)
Seniors coming into communities with an average of 6 devices
Education and connection for members

Opportunities

Better alignment with national for members to have awareness of technology opportunities
Identify leaders/organizations who can educate members on technology opportunities

Aspirations

Members have effective technology

Results

Residents/clients have better health outcomes

Residents/clients have better social connections

Strategic Initiatives and Action Plans

Strategic Initiatives for LeadingAge Georgia in 2020-2023:

Through public policy, education and idea sharing

The overarching goal of LeadingAge Georgia is to help members create and maintain mission-driven cultures that reflect well-being of older adults and those who serve them

Workforce – To recruit and retain competent staff and to ensure well-being of staff so that caring, compassionate individuals will seek careers in member communities/organizations.

Well-being of Older Adults – To ensure the well-being of older adults throughout the continuum of care regardless of income.

Awareness – To bring awareness to positive aging and the culture of well-being of staff and residents/clients in member communities/organizations.

Fortifying LeadingAge Members – To ensure that funding, policies and regulation support the work of our members reflecting the realities of emerging trends and consumer preferences.

Growing our Reach - To recruit and serve more not-for-profit and other mission-driven organizations who serve older adults and to maximize our effectiveness for our members through our partnership with LeadingAge National.

For action plans see the chart titled “Strategic Initiatives for LeadingAge Georgia in 2023”

Assessing Organizational Performance

Current Structure

LeadingAge Georgia

- is the parent organization for three entities including LeadingAge Georgia and the educational and consumer arms of the organization
- is a 501 c 6 which provides the organization with the ability to lobby
- is responsible for member driven advocacy efforts on the state and federal level as well as supporting the mission-driven members who serve older adults
- has twelve board members who represent the various member types and who are all not-for-profit
- bylaws for the Association require that all board members for LeadingAge Georgia are not-for-profit providers
- houses the Georgia Adult Day Service Association (GADSA)
- has three staff members; president, director of education and membership development and director of member services

LeadingAge Georgia Institute on Aging

- is the educational arm of LeadingAge
- was formerly called the Georgia Institute on Aging and at the recommendation of LeadingAge National was renamed for branding purposes in 2019
- is a 501 c 3 which allows for charitable donations and to receive grants
- has a focus on providing training in the areas of person-centered care and leadership development
- provides education based on the needs of the members
- provides forums and other opportunities for idea sharing among members
- seeks funding to provide scholarships for educational programs
- has a thirteen member board who represent various member types and who include for-profit members, business members and not-for-profit members
- houses the Culture Change Network of Georgia

LeadingAge Georgia Center for Positive Aging

- is the consumer arm of LeadingAge Georgia
- was formerly called the Center for Positive aging and at the recommendation of LeadingAge National was renamed for branding purposes in 2019
- provides education and awareness of positive aging in order to promote well-being of older adults
- highlights LeadingAge members' role in promoting well-being of older adults

Membership

There are two types of membership including not-for-profit provider members who are joint members with LeadingAge National. These members are voting members. Associate members include for-profit provider members who are mission-driven, not-for-profit aging related organizations (such as area agencies on aging and AARP), government-sponsored adult day service providers and business members. Associate members do not pay dues to LeadingAge National and they are nonvoting members.

Currently, the membership structure is as follows:

Adult day	14 not-for-profit and 14 for-profit
Assisted Living/Personal Care Home	5 not-for-profit and 0 for-profit
Home and Community Based Services	2 not-for profit and 1 for-profit
Home Health	2 not-for profit and 1 for-profit
Independent Living (LIHTC)	2 not-for-profit
Independent Living Non-HUD	2 not-for-profit
Independent Living HUD	49 not-for-profit
Independent Living/ALC/PCH non-HUD	7 not-for-profit
Independent Living/ACL/PCH HUD	2 not-for-profit
Life Plan Community	12 not-for-profit and 4 for-profit
Skilled Nursing Care	6 not-for-profit

Funding Income 2018 Actuals

LeadingAge Georgia

Source	2018 Actuals (\$K)	% of Total Income
State Member Dues	\$166.1	39
Georgia Institute on Aging	186.7	44
State Member Dues	50.3	12
LeadingAge National Dues Admin	12.7	3
Other	8.2	2
Total	424	100

LeadingAge Georgia Institute on Aging

Source	2018 Actuals (\$K)	% of Total Income
Conference	\$85.0	28
Training	42.5	14
Center for Positive Aging	3.9	1
Contributions	54.5	18
Fundraisers	52.5	17
Grants	57.7	19
Other	4.7	2
Total	300.8	99

Areas Identified for Fortifying LeadingAge Georgia

- Develop and implement membership growth plan
- Develop and implement non-dues revenue plan for funding strategic initiatives

Measuring Success

In 2020 we'll be collecting data from members for base-line assessment and analysis. The outcome will be the ability to offer meaningful metrics that will guide the organization in a number of ways.

The LeadingAge Georgia 2020-2023 Strategic Plan will be deemed successful if at the end of 2023, the following have occurred:

- ✓ LeadingAge Georgia members receive good satisfaction surveys from staff
- ✓ LeadingAge Georgia members' retention rates are higher than industry averages
- ✓ LeadingAge Georgia members receive good satisfaction surveys from residents for well-being
- ✓ LeadingAge Georgia members are bringing awareness to benefits of a mission-driven culture

- ✓ LeadingAge Georgia has a strong and effective grassroots base
- ✓ LeadingAge Georgia membership has increased through a collaborative effort with staff, the board and LeadingAge National
- ✓ LeadingAge Georgia and the LeadingAge Georgia Institute on Aging have increased funding to support strategic initiatives

Members Attending the Strategic Planning Retreat

LeadingAge Georgia is very fortunate to have leaders in the field of aging serve on the LeadingAge Georgia and the LeadingAge Georgia Institute on Aging boards. These members are some of the best minds in aging and they work together with staff and other members in a very collegial way, glad to share insights and always welcoming of the ideas of other individuals. The strategic planning retreat was an exceptional experience because of the individuals who worked together to develop our plan. Here is a list of board members who were part of the strategic planning retreat:

LeadingAge Georgia	LeadingAge Georgia Institute on Aging
Terry Barcroft, Wesley Woods Senior Living	Suzanne Brown, St. George Village
Deke Cateau, AG Rhodes	Beth Cayce, CaraVita Home Care
Dorothy Davis, Visiting Nurse Health System	Pat Coppin, Allice Williams Towers
Gwen Hardy, Presbyterian Homes of GA	Mary Helton, AG Rhodes
Kyle Huhtanen, Decatur Christian Towers	James Larson, Dixon Hughes Goodman
Pam Kauffman, Lanier Village Estates	Shannon MacArthur, Mauldin & Jenkins
Chris Keysor, Lenbrook	Carolyn Roper, Consumer
Mark Lowell, St. George Village	Antoinette Sturm, St. Anne's Terrace
Debi McNeil, Canterbury Court	Karon Winston, Lutheran Towers

Staff Attending the Strategic Planning Retreat:

Nancy Hooks, Vice President, State Relations, LeadingAge National

Ginny Helms, President, LeadingAge Georgia

Scott Bassett, Director of Education and Member Development, LeadingAge Georgia

Strategic Plan Advisors and Facilitators:

Francis Battisti, PhD, and Christopher Battisti, MBA of Battisti Management Affiliates

Strategic Initiatives for LeadingAge Georgia in 2023:

Through public policy, education and idea sharing

The over-arching goal of LeadingAge Georgia is to help members create and maintain mission-driven cultures that reflect well-being of older adults and those who serve them.

Goal	Objectives	Strategies	Start Year	Measurable	Persons Responsible
<p>1: Workforce - To recruit and retain competent staff and to ensure well-being of staff so that caring, compassionate individuals will seek careers in member communities/organizations</p>	<p>1.1: To improve members' ability to attract frontline staff</p>	<ul style="list-style-type: none"> Implement a career ladder for staff in long-term care in partnership with GHCA Create and distribute best practice guide lines for recruiting staff 	<p>2020 2020</p>	<ul style="list-style-type: none"> Career ladder implemented by end of 2021 Best practices on website by end of 2020 	<p>Staff and board committees</p>
	<p>1.2: To improve member's ability to retain frontline staff</p>	<ul style="list-style-type: none"> Create and distribute best practices for on-boarding staff, stay interviews and incentives for staying on the job Establish and provide training for frontline staff Create and distribute satisfaction surveys and a tracking tool for members to track turnover Provide leadership training for supervisors aimed at strengthening the team 	<p>2020 2021 2020 2021</p>	<ul style="list-style-type: none"> Best practices on website by end of 2020 and satisfaction surveys and tracking tools on website by end of 2021 A minimum of 20% of members utilize the staff satisfaction surveys and a minimum of 80% of staff surveyed indicate they feel they are contributing to the well-being of older adults 	<p>Staff and board committees</p>

Strategic Initiatives for LeadingAge Georgia in 2023:

Through public policy, education and idea sharing

The over-arching goal of LeadingAge Georgia is to help members create and maintain mission-driven cultures that reflect well-being of older adults and those who serve them.

Goal	Objectives	Strategies	Start Year	Measurable
<p>2: Well-being of Older Adults – To ensure the well-being of older adults throughout the continuum of care regardless of income.</p>	<p>2.1: To support members in meeting the behavioral and mental health needs of residents</p>	<ul style="list-style-type: none"> Advocate for funding for behavioral health coaches in HUD communities. If advocacy efforts do not meet the need, seek other funding sources. 	2020	<ul style="list-style-type: none"> Behavioral health coaches are in a minimum of two communities by end of 2021
	<p>2.2: To support members in meeting the physical needs of residents to allow aging in place with well-being</p>	<ul style="list-style-type: none"> Conduct needs assessment with each member type to determine the needs that are to be addressed through education, public policy and best practices/idea sharing Provide members with a quality improvement tool for addressing meeting changing needs and improving outcomes of residents/clients Create a quality improvement tool and best practices for fall prevention Create a resident/client satisfaction/feedback survey for well-being 	<ul style="list-style-type: none"> 2021 2021 2022 2022 	<ul style="list-style-type: none"> Obtain guidance from States Quality Improvement Tools to be on website by July 2021 <p>Tools to be on website by July 2022</p>

Strategic Initiatives for LeadingAge Georgia in 2023:

Through public policy, education and idea sharing

The over-arching goal of LeadingAge Georgia is to help members create and maintain mission-driven cultures that reflect well-being of older adults and those who serve them.

Goal	Objectives	Strategies	Start Year	Measurable	
<p>3: Awareness - To bring awareness to positive aging and the culture of well-being of staff and residents/clients in member communities/organizations</p>	<p>3.1 To increase awareness of how member communities foster well-being</p>	<ul style="list-style-type: none"> Develop and implement awareness initiative for how members foster well-being and positive aging for residents & clients and bring awareness to the fact that our members are top quality providers. Develop and implement awareness initiative for how members foster well-being of staff. Revise LeadingAge Georgia website to reflect the member's efforts to foster well-being Develop messaging to be shared by all members on benefits of mission-driven culture 	<p>2021</p>	<ul style="list-style-type: none"> Awareness campaigns implemented by July 2021 Website revised by July 1 2021 Branding & Marketing materials available by June 2021 	<p>Staff and board committee</p>
	<p>3.2 To increase awareness of how member communities foster well-being of staff</p>	<ul style="list-style-type: none"> Develop and implement awareness initiative for how members are fostering well-being of staff Secure funding for awareness 	<p>2022</p>	<ul style="list-style-type: none"> Funding in place by January 2022 for awareness initiatives Awareness initiative implemented by July 2022 	

Strategic Initiatives for LeadingAge Georgia in 2023:

Through public policy, education and idea sharing

The over-arching goal of LeadingAge Georgia is to help members create and maintain mission-driven cultures that reflect well-being of older adults and those who serve them.

Goal	Objectives	Strategies	Start Year	Measurable	
<p>4: Fortifying LeadingAge Members: To ensure that funding, policies and regulation support the work of our members reflecting the realities of emerging trends and consumer preferences.</p>	<p>4.1: To obtain guidance from members on funding needs and advocate effectively on behalf of members for adequate funding</p>	<ul style="list-style-type: none"> • Work with national and other organizations to obtain cost studies and background for supporting funding requests. • Develop and implement initiative for building effective member grassroots advocacy base • Develop plan for messaging costs of services 	<p>2020</p> <p>2020</p> <p>2021</p>	<ul style="list-style-type: none"> • Obtain cost studies for each member type by end of 2020 • Develop grassroots database by July 2021 and engage with a minimum of 3 alerts in 2021 • Develop plan for messaging by July 2021 	<p>Staff, lobbyist and public policy committee</p>
	<p>4.2: To advocate effectively for members and those they serve for changes in laws on the state and federal level that impact members</p>	<ul style="list-style-type: none"> • Work with national and other organizations to obtain model law/ best practices regarding laws, policies and regulations across the country 	<p>2020</p>	<ul style="list-style-type: none"> • Have good model law for personal care homes and assisted living homes by January 15, 2020 	<p>Staff, lobbyist and public policy committee</p>

Strategic Initiatives for LeadingAge Georgia in 2023:

Through public policy, education and idea sharing

The over-arching goal of LeadingAge Georgia is to help members create and maintain mission-driven cultures that reflect well-being of older adults and those who serve them.

Goal	Objectives	Strategies	Start Year	Measurable	Staff
	<p>4.3: To provide members with information on how to expand business/service models within emerging programs (like Medicare plans)</p>	<ul style="list-style-type: none"> • Work with national to keep members abreast of emerging Medicare programs and how to participate with them. • Obtain funding to hire consultant to advise members on emerging payer programs and how to participate with them 	2021	<p>A membership satisfaction survey will be posted on the LeadingAge Georgia website and 80% or more of those who respond will indicate that we provided appropriate information on emerging programs</p>	Staff
	<p>4.4: To provide members with policy governance training and best practices</p>	<ul style="list-style-type: none"> • Engage Larry Minnix and offer six sessions 	2020	<p>A satisfaction survey will show that 80% or more of those who attended felt they had increased knowledge for best practices for board governance</p>	Staff and Chris Keyser
<p>5: Growing our Reach - To recruit and serve more not-for-profit and other mission-driven organizations who serve older adults and to maximize our effectiveness for our members through our partnership with LeadingAge National</p>	<p>5.1: To develop and implement a plan for recruiting new not-for-profit and other mission-driven organizations.</p>	<ul style="list-style-type: none"> • Engage the board in developing a recruitment plan for bringing in new 	2020		Staff, board chair and board

Strategic Initiatives for LeadingAge Georgia in 2023:

Through public policy, education and idea sharing

The over-arching goal of LeadingAge Georgia is to help members create and maintain mission-driven cultures that reflect well-being of older adults and those who serve them.

Goal	Objectives	Strategies	Start Year	Measurable	
	5.2: To develop and implement a plan for retaining members	<ul style="list-style-type: none"> Work with national and the board for developing the retention plan including a communication plan for conveying the work of the Association 	2020	<ul style="list-style-type: none"> Establish and reach specific goals and timelines for 	Staff and board
	5.3: To develop and implement a plan for working more closely with LeadingAge national for maximum effectiveness for our members, those they serve and potential members	<ul style="list-style-type: none"> Work with Nancy Hooks to develop plan for working with specific persons at National 	2020	<ul style="list-style-type: none"> A plan is in place by July 2020 and is being worked on an on-going basis 	Staff and Nancy Hooks
	5.4: To develop and implement a plan for increasing funds to support the mission of LeadingAge Georgia	<ul style="list-style-type: none"> Work with Nancy Hooks for establishing best practices of other state affiliates Work with board to develop plan for building relationships within foundations Work with board to review and develop plan for improving fundraising efforts 	2020 2020 2020	<ul style="list-style-type: none"> Obtain best practice information and present it to the board by April 2020 Work with board on fundraising plans by April 2020 	Staff, Nancy Hooks and board
	5.5: To develop and implement a plan for ensuring the effectiveness of the LeadingAge Georgia board	<ul style="list-style-type: none"> Work with Nancy Hooks to identify a board satisfaction and engagement survey. Work with Nancy, Mark Lowell (chair of nominating committee), Chris Keysor to develop a plan for keeping the board strong through board member cultivation plan and recruitment 	2020	<ul style="list-style-type: none"> Board satisfaction survey completed by April 2020 Plan for board member recruitment by April 2020 	Staff and board

LeadingAge Georgia Public Policy Initiatives Summary

LeadingAge Georgia is The TRUSTED VOICE for not-for-profit and other mission-driven organizations dedicated to providing quality housing, healthcare and community-based services for Georgia's older adults. Our membership represents over 130 housing and service providers of which 65 percent are faith-based communities. Members represent the full array of aging services and serve over 126,000 residents and clients in Georgia. Approximately, 4,700 compassionate, caring, and well-trained staff serve these older Georgians.

LeadingAge Georgia public policy efforts are member driven and are based on fortifying our members and enhancing the well-being of older adults.

When member concerns are brought to the attention of LeadingAge Georgia, we engage members, the public policy committee and our board of directors for developing the best possible policy solutions.

LeadingAge Georgia works closely with the LeadingAge national public policy office for guidance on policy development on the state level and for engaging members on national public policy issues for maximum effectiveness.

Since LeadingAge Georgia members serve the spectrum of care, our public policy efforts address concerns of our members and the well-being of older adults throughout the continuum of care.

There are two factors which will impact the political landscape for 2020. First, extensive media coverage of shortcomings in the quality of care in personal/care homes and assisted living homes will likely result in public policy initiatives. LeadingAge Georgia will work with our members to ensure that policy changes are in the best interest of older adults and our members' ability to serve them. Secondly, Governor Kemp issued a 4% cut in State budgets and is reportedly planning an additional 6% cut. This will hamper efforts to obtain increases in funding for the 2020 legislative session; however, with funding being one of the key factors in ensuring quality of care and with Medicaid reimbursement rates being below the cost of services for adult day, in-home care and nursing home care, we will be strategic in seeking appropriate rate increases over the coming years.

The member driven public policy issues for the 2020 Georgia General Assembly include:

Legislative Priorities:

- Support legislation to provide additional flexibility for a Life Plan Community to directly admit residents from outside the LPC to the LPC's skilled nursing facility
- Engage with the House Study Committee on Innovative Financial Options for Senior Housing
- Ensure that any legislation for personal care homes or assisted living homes support best practices
- Support legislation to plan from the local and regional level, consolidate, expand, and fund human services transportation and rural transit
- Support CO-AGE issues as appropriate, including changes to Medicaid, and other issues that arise that impact our members and the well-being of older adults

- Introduce legislation that requires all paid private caregivers to meet the same fingerprint background check requirements as any caregiver required to have the background check working for an in-home agency, personal care home, assisted living home or nursing home.

Budget Priorities:

- Increased funding for home and community based services, including adult day programs, to serve individuals on the Community Care Services Program and Non-Medicaid Community Services waiting lists
- Funding for behavioral health coaches to assist residents in HUD senior living communities
- Funding for additional surveyors for personal care home and assisted living homes

Outline of the policy initiatives that LeadingAge Georgia is engaged in:

Affordable Housing– On the federal level, we’re supporting the national efforts to provide funding for new construction, HUD programs, service coordinators and rental assistance. We’re supporting efforts to work with HUD for better housing policies as well as reduced regulatory and administrative burdens. On the state level, we’re working to bring mental health coaches to member communities and to find solutions for senior hunger among HUD residents.

Home and Community Based Services– On the federal level, we’re supporting efforts to expand the Medicare Advantage Special Needs Plan to include Long Term Support and Services like adult day and non-emergency medical transportation and we’re working with CMS and HUD for enhanced service coordination that is person-centered. Although we secured a 5% rate increase for Medicaid adult day health providers in 2018 on the state level, we’re investigating funding levels and sources for adult day centers in other states for future funding requests. We are working with the Georgia Department of Community Health for continued improvement in adult day transportation services. We are investigating Medicaid funding levels in other states for in-home care for future funding requests and in the 2020 legislative session we are supporting the request for funding to serve individuals on the waiting list for Medicaid and Non-Medicaid funded home and community based services. We are also investigating the possibility of implementing a “presumed eligible” designation for clients to be served by Medicaid in a more timely fashion for both in-home and adult day health services.

Assisted Living/Personal Care Homes. We’re investigating changes needed in the state laws and regulations to better meet the safety and care needs of older adults including those with limited income. We will be exploring best practices in other states and working with stakeholders to bring the best practices to Georgia. We will also be exploring changes in laws and regulations to ensure the viability of assisted living homes and personal care homes.

Nursing Homes– On the federal level, we’re working with Centers for Medicare/Medicaid for improved screening tool to ensure the homes are able to accurately report cognitive disabilities in order to ensure proper reimbursement.

Hospice– On the federal level, we’re supporting legislation and regulatory solutions to encourage sufficient payment and quality care.

Life Plan Communities– On the federal level, we are working with CMS to ensure that Medicare programs provide the services that are needed in order to ensure that residents receive the care they need in order to maintain maximum quality of life. We will be working to shape policy to ensure that any changes to the rehab programs support a resident’s maximum independence and well-being. On the state level, we will be supporting flexibility for a Life Plan Community to directly admit residents from outside the LPC to the LPC’s skilled nursing facility

Workforce Initiatives –In addition to seeking funding for increased wages and increased staffing, we are partnering with Georgia Health Care Association to explore seeking a Civil Monetary Penalties funded grant to develop a career ladder/lattice program for nursing home staff. The career ladder would have the explicit purposes of providing a career pathway and growth for long term care Certified Nurse assistants to achieve Licensed Professional or Registered Nurse status and increasing the professional nursing workforce in Georgia. We are also exploring other policy remedies, such as financial resources and loan forgiveness for gerontology education and aging services professionals, for shortage of direct-care workers and nurses.

Implementation of the Fingerprint Background Check Program– On the state level, we are working with the Georgia Department of Community Health and the Georgia Bureau of Investigation to make fingerprint background checks as accessible as possible when the law requiring background checks for existing long-term care staff and un-supervised volunteers is implemented in 2020.

Adult Day Services- As the official representative for adult day services in Georgia LeadingAge Georgia will build upon past successes and work with the Georgia Department of Community Health on policies that support the viability of adult day services including but not limited to improving the timeline for approving eligibility of potential clients for Medicaid. We will also seek to have DCH agree to synchronize their fingerprint background check program with the new program so that only one background check is required.

Protecting Nonprofit Tax Exempt Status- The vast majority of members of LeadingAge Georgia. This ensures that services are mission driven and cognizant of the need to provide high quality services to seniors and other vulnerable persons. LeadingAge will continue to monitor state laws and policies to protect the nonprofit the nonprofit status of its members.

On-going Policy Development– LeadingAge national conducted town hall forums across the nation and is in the process of developing public policy priorities for 2020 based on the input provided by our members. The issues will be presented at the Leadership conference in Washington DC on April 20th – 22nd in DC. For information on the Leadership conference and the most current information on national priorities see <https://www.leadingage.org/>.

On the state level, we will monitor and engage in issues that arise in the 2020 legislative session that impact our members and the well-being of older adults including but not limited to the issues presented by the Coalition of Advocates for Georgia’s Elderly. While we may not see significant changes to the

Medicaid program in the near future, we will monitor impending changes and we will engage for policy development.

Member Engagement in Public Policy Initiatives - We welcome members to provide suggestions for future policy consideration and we invite you to engage in committee work for the development of public policy issues.

Legislative Principles of LeadingAge Georgia

LeadingAge Georgia will use the following principles to address issues on which we have no current position:

- Older adults have a right to be treated with dignity and respect.
- Services and programs should be provided to older adults in a manner which is least intrusive, provides empowerment to the extent possible and promotes independence, all balanced with the necessity of protection of older adults not capable of self-care or assistance to older adults who have diminished capacity for total self-care.
- Older adults have a right to a safe and nurturing environment and have a right to expect society to provide protection through laws, regulations, and policies which protect older adult's physical, mental, and spiritual well-being. Providers should not be constrained by regulation and policy that limits their ability to provide exceptional care and services in a cost-effective manner.
- Older adults should be able to expect appropriate services, whether living in their own homes or elsewhere. In furtherance of this goal government must adequately fund and maintain standards for services to older adults at a level which is economically viable so that providers may maintain high standards and quality of care across a spectrum of services.
- Education and sufficient information are necessary so that older adults can be informed decision makers.
- Older adults should have access to preventive, remedial, and long-term health care. Government policies should facilitate the availability of a spectrum of services to aging persons.
- Government health care plans should cover a continuum of care for older adults in order to ensure quality services and independence of older adults to the maximum extent feasible.

12/01/19

LeadingAge Georgia
Balance Sheet
As of October 31, 2019

	Oct 31, 19
ASSETS	
Current Assets	
Checking/Savings	
1009 · Center State Bank xxx7761	54,690.75
1010 · Center State Bank MM xxx4352	13,699.40
1100 · Solomon,Smith,Barney	
1400 · CD Mat 09/21/2018	53,396.13
Total 1100 · Solomon,Smith,Barney	53,396.13
Total Checking/Savings	121,786.28
Other Current Assets	
1920 · Misc A/R	2,085.50
Total Other Current Assets	2,085.50
Total Current Assets	123,871.78
Fixed Assets	
2000 · Equipment/Furniture	20,472.07
2100 · Accum Deprec	-20,472.07
Total Fixed Assets	0.00
Other Assets	
1300 · Stock investment - Value First	13,750.00
Total Other Assets	13,750.00
TOTAL ASSETS	137,621.78
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
2001 · Accounts Payable	750.00
Total Accounts Payable	750.00
Other Current Liabilities	
3000 · A/P - LeadingAge Dues	36,031.14
3140 · Withholding Liab 403B	-1,620.00
3200 · Misc A/P	2,766.39
3250 · Deferred Revenue	-23,900.00
Total Other Current Liabilities	13,277.53
Total Current Liabilities	14,027.53
Total Liabilities	14,027.53
Equity	
4100 · Retained Earnings	98,203.06
Net Income	25,391.19
Total Equity	123,594.25
TOTAL LIABILITIES & EQUITY	137,621.78

LeadingAge Georgia Profit & Loss Budget vs. Actual

12/01/19

Cash Basis

	Jan - Oct 19	Budget	% of Budget
Income			
5000 · State Membership Dues	155,506.65	185,000.00	84.1%
5020 · GA Night Income	9,170.00	5,000.00	183.4%
5100 · State Associate Memb Dues	44,560.00	50,000.00	89.1%
5310 · Value FIRST Gp Purchasing	0.00	3,000.00	0.0%
5320 · LeadingAge Insurance Program	1,417.58	500.00	283.5%
5340 · LeadingAge Dues Administration	12,965.25	13,000.00	99.7%
5360 · Directory Publication	5,000.00	5,000.00	100.0%
5400 · Georgia Institute on Aging	176,633.00	190,000.00	93.0%
5610 · Misc Income	1,309.75	30,000.00	4.4%
5900 · Interest/Invest Income	2,722.96	300.00	907.7%
Total Income	409,285.19	481,800.00	84.9%
Expense			
7100 · Wages A	224,799.92	300,000.00	74.9%
7120 · Contract Labor Counsel	17,022.74	25,000.00	68.1%
7130 · Contract Labor Accting	2,227.50	3,000.00	74.3%
7140 · Contract Labor IT	3,882.88	4,500.00	86.3%
7200 · Payroll Tax-Fica	17,562.92	22,950.00	76.5%
7300 · Pension A	13,311.26	20,000.00	66.6%
7400 · Insurance A	36,257.74	25,000.00	145.0%
7411 · Copier Contract Exp	5,041.12	4,000.00	126.0%
8200 · Seminars/Training	2,570.00	2,000.00	128.5%
8300 · Annual Business Mtg	563.00	2,000.00	28.2%
8301 · Awards	826.43	1,500.00	55.1%
8302 · Board Meetings	0.00	400.00	0.0%
8304 · GA Night	14,213.46	4,500.00	315.9%
8307 · Organizational Fees	962.00	850.00	113.2%
8309 · Travel - In State	5,440.00	4,000.00	136.0%
8310 · Travel - Out of State	7,550.20	7,000.00	107.9%
8350 · Strategic Planning	1,271.79	500.00	254.4%
8400 · Accounting Fees	0.00	2,000.00	0.0%
8401 · Bank Fee Exp	1,159.15	100.00	1,159.2%
8402 · Equip Maint/Repair	645.84	750.00	86.1%
8403 · Insurance (D&O, Office)	2,818.60	2,700.00	104.4%
8404 · Rent	14,041.58	15,000.00	93.6%
8405 · Office Supplies	2,085.13	2,000.00	104.3%
8406 · Postage	891.66	800.00	111.5%
8407 · Printing	865.28	750.00	115.4%
8408 · Taxes/Licenses	30.00	150.00	20.0%
8409 · Telephone/Internet	4,225.92	4,500.00	93.9%
8410 · Payroll Company	888.67	800.00	111.1%
8510 · Miscellaneous	2,739.21	250.00	1,095.7%
Total Expense	383,894.00	457,000.00	84.0%
Net Income	25,391.19	24,800.00	102.4%

Georgia Insitute on Aging, Inc.

Balance Sheet

As of October 31, 2019

	<u>Oct 31, 19</u>
ASSETS	
Current Assets	
Checking/Savings	
1014 · Center State Bank xxx 7796	41,363.73
1015 · Center State Bank MM xxxx4417	52,571.69
Total Checking/Savings	<u>93,935.42</u>
Other Current Assets	
1203 · Prepaid Expenses	1,250.00
Total Other Current Assets	<u>1,250.00</u>
Total Current Assets	<u>95,185.42</u>
TOTAL ASSETS	<u><u>95,185.42</u></u>
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Other Current Liabilities	
3150 · A/P Oth Acct Payable	2,463.00
3155 · A/P - CC trans to LeadingAge	15,152.25
3170 · CC Network	134.14
Total Other Current Liabilities	<u>17,749.39</u>
Total Current Liabilities	<u>17,749.39</u>
Total Liabilities	17,749.39
Equity	
4100 · Retained Earnings	71,061.15
Net Income	6,374.88
Total Equity	<u>77,436.03</u>
TOTAL LIABILITIES & EQUITY	<u><u>95,185.42</u></u>

Georgia Institute on Aging, Inc.
Profit & Loss Budget Performance
October 2019

	<u>Jan - Oct 19</u>	<u>YTD Budget</u>	<u>% of Budget</u>
Income			
3191 · Engage at Any Age Expo	0.00	0.00	0.0%
5000 · Conf - Advertisements	0.00	0.00	0.0%
5010 · Conf - Exhibitors	38,595.17	40,000.00	96.49%
5020 · Conf - Registration	47,420.00	34,000.00	139.47%
5030 · Conf - Sponsors	14,801.00	13,000.00	113.85%
5037 · Conf - Income Misc	0.00	0.00	0.0%
5210 · Training - Registration	27,654.88	40,000.00	69.14%
5220 · Training - Sponsorship	1,800.00	8,000.00	22.5%
5240 · Culture Change			
5243 · CC training grant	5,500.00	0.00	100.0%
5244 · CC training general	855.00	0.00	100.0%
5240 · Culture Change - Other	0.00	10,000.00	0.0%
Total 5240 · Culture Change	6,355.00	10,000.00	63.55%
5300 · Center for Positive Aging	3,972.00	3,900.00	101.85%
5310 · Center Golf	18,885.00	20,000.00	94.43%
5400 · Contributions	53,130.00	70,000.00	75.9%
5410 · Institute Fundraisers	19,430.00	28,000.00	69.39%
5525 · Alliant Health Solutions Grant	20,000.00	20,000.00	100.0%
5526 · GSU subgrant	49,156.16	48,400.00	101.56%
5530 · Coffey Scholarship Income	0.00	0.00	0.0%
5531 · Miscellaneous Grants	0.00	0.00	0.0%
5533 · Misc. New Grants	0.00	20,000.00	0.0%
5700 · Miscellaneous Income	1,641.40	250.00	656.56%
5900 · Interest/Dividend	427.07	250.00	170.83%
Total Income	303,267.68	355,800.00	85.24%
Expense			
7053 · Insurance	112.50		
7100 · Conf - Hotel/Food	32,884.00	24,000.00	137.02%
7110 · Conf - Printing	2,216.00	2,000.00	110.8%
7120 · Conf - Speakers	3,081.00	4,000.00	77.03%
7130 · Conf - Supplies Misc	40.00		
7140 · Conf - Misc	809.00	1,200.00	67.42%
7170 · Conf Wages	55,522.00	55,522.00	100.0%
7200 · Training - Hotel/Food	8,736.95	6,000.00	145.62%
7210 · Training - Printing	0.00	500.00	0.0%
7220 · Training - Speakers	350.00	18,000.00	1.94%
7230 · Training - Supplies	1,415.12	750.00	188.68%
7241 · Training MISC	856.75	0.00	100.0%
7251 · Training Wages	103,111.00	103,111.00	100.0%
7260 · Culture Change Expenses			
7263 · CC training GEN	0.00	0.00	0.0%
7264 · CC Misc Exp	0.00	0.00	0.0%

Georgia Institute on Aging, Inc.
Profit & Loss Budget Performance
October 2019

	<u>Jan - Oct 19</u>	<u>YTD Budget</u>	<u>% of Budget</u>
7260 · Culture Change Expenses - Other	5,236.85	10,000.00	52.37%
Total 7260 · Culture Change Expenses	5,236.85	10,000.00	52.37%
7330 · Healthcare Research Grant Exp	15,775.00	16,000.00	98.59%
7338 · GSU subgrant expense	35,578.06	32,000.00	111.18%
7400 · Admin Fee to Association	18,000.00	18,000.00	100.0%
7500 · Association Contribution	0.00	37,000.00	0.0%
7610 · Golf Event	2,981.39	7,000.00	42.59%
7700 · Sponsor Recognition	0.00	1,400.00	0.0%
7800 · Institute Fundraiser Expenses	7,443.07	15,000.00	49.62%
8200 · Seminars/Training	-360.00		
8201 · Travel	115.00	0.00	100.0%
8307 · Organizational Fees	356.70	75.00	475.6%
8400 · Accounting Fees	0.00	1,850.00	0.0%
8401 · Bank Service Fees	1,486.91	350.00	424.83%
8402 · Insurance D/O	0.00	1,100.00	0.0%
8403 · Insurance (D&O, Office)	1,085.50		
8405 · Office Supplies	0.00	0.00	0.0%
8407 · Printing	0.00	400.00	0.0%
8408 · Taxes/Licenses	60.00	50.00	120.0%
8510 · Miscellaneous	0.00	200.00	0.0%
8516 · Expenses for Engage at Any Age	0.00	0.00	0.0%
Total Expense	296,892.80	355,508.00	83.51%
Net Income	6,374.88	292.00	2,183.18%

LeadingAge Georgia
Budget for 2020

Income	
5000 State Membership Dues	\$165,000
5020 Georgia Night Income	\$7,500
5100 State Associatiote Memb Dues	\$51,000
5310 Value FIRST	\$0
5320 LeadingAge Insurance Program	\$1,500
5340 LeadingAge Dues Administration	\$13,000
5360 Directory Publication	\$5,000
5400 Georgia Institute on Aging	\$219,981
5610 Misc Income	\$1,500
5900 Interest/Investment Income	\$1,500
Total Income	\$465,981
Expense	
7100 Wages	\$286,040
7120 Contract Labor Counsel	\$29,000
7130 Contract Labor Accounting	\$3,000
7140 Contract Labor IT	\$4,500
7200 Payroll Tax-Fica	\$21,968
7300 Pension A	\$16,562
7400 Insurance A	\$40,512
7411 Copier Contract Exp	\$4,000
8200 Seminars/Training	\$2,000
8300 Annual Business Meeting	\$2,000
8301 Awards	\$1,500
8302 Board Meetings	\$400
8304 GA Night	\$7,000
8307 Organizational Fees	\$1,200
8309 Travel-InState	\$5,000
8310 Travel-Out of State	\$8,000
8350 Strategic Planning	\$400
8400 Accounting	\$2,000
8401 Bank Fee Expense	\$1,100
8402 Equip Main/Repair	\$2,900
8403 Insurance (D&O, Office)	\$2,820
8404 Rent	\$14,428
8405 Office Supplies	\$2,000
8406 Postage	\$900
8407 Printing	\$700
8408 Taxes/Licenses	\$150
8409 Telephone/Internet	\$4,500
8410 Payroll Company	\$1,000
8510 Miscellaneous	\$250
Total Expense	\$465,830
Net Income	\$151

Georgia Institute on Aging Budget - 2020

Income

5010 · Conf · Advertisements	\$0
5010 · Conf · Exhibitors	\$39,000
5020 · Conf · Registration	\$39,000
5030 · Conf · Sponsors	\$15,000
5210 · Training · Registration	\$36,000
5220 · Training · Sponsorship	\$14,000
5240 · Culture Change	\$12,000
5300 · Center for Positive Aging	\$3,900
5310 · Center Golf	\$23,000
5400 · Contributions	\$68,000
5410 · Institute Fundraisers	\$41,500
5525 · Alliant Health Solutions Grant	\$20,000
5530 · Coffey Scholarship Income	\$0
5532 · GSU Grant	\$69,025
5533 · Misc new grants	\$10,000
5700 · Miscellaneous Income	\$250
5900 · Interest/Dividend	\$250

Total Income \$390,925

Expense

7100 · Conf · Hotel/Food	\$34,000
7110 · Conf · Printing	\$1,400
7120 · Conf · Speakers	\$4,000
7140 · Conf · Misc	\$3,000
7170 · Conf Wages	\$56,404
7200 · Training · Hotel/Food	\$6,000
7210 · Training · Printing	\$500
7220 · Training · Speakers	\$12,000
7230 · Training · Supplies	\$1,500
7241 · Training MISC	\$1,000
7251 · Training Wages	\$104,750
7260 · Culture Change Expenses	\$10,000
7330 · Alliant Health Solutions Grant	\$16,000
7338 · GSU subgrant expense	\$50,750
7400 · Admin Fee to Association	\$18,000
7500 · Association Contribution	\$40,000
7610 · Golf Event	\$7,000
7700 · Sponsor Recognition	\$1,400
7800 · Institute Fundraiser Expenses	\$15,000
8201 · Travel	\$0
8307 · Organizational Fees	\$75
8400 · Accounting Fees	\$2,200
8401 · Bank Service Fees	\$350
8402 · Insurance D/O	\$1,200
8405 · Office Supplies	\$400
8407 · Printing	\$400
8408 · Taxes/Licenses	\$50
8510 · Miscellaneous	\$200

Total Expense \$387,579

Net Income \$3,346



2020 LeadingAge Georgia Board of Directors

Officers for 2020

Chair	Chris Keysor, Lenbrook
Chair-Elect	Gwen Hardy, Presbyterian Homes of Georgia
Past Chair	Mark Lowell, St. George Village
Secretary	Pam Kauffman, Lanier Village Estates
Treasurer	Kyle Huhtanen, Decatur Christian Towers

Class of 2020

Debi McNeil	Canterbury Court	LPC
John Sims	The Lodge: A Magnolia Manor Community	LPC
Pam Kauffman	Lanier Village Estates	LPC

Class of 2021

Kyle Huhtanen	Decatur Christian Towers	HUD
Gwen Hardy	Presbyterian Homes of Georgia	LPC/HUD
Deke Cateau	AG Rhodes Health & Rehab	NH/Rehab
Terry Barcroft	Wesley Woods Senior Living	IL, HUD, LPC
Mark Lowell	St. George Village	LPC

Class of 2022

Dorothy Davis	Visiting Nurse Health System	HCBS
Eve Anthony	Athens Community Council on Aging	HCBS/ADS
Chris Keysor	Lenbrook	LPC
Maria Manahan	Campbell-Stone Retirement Living	IL, PCH/HUD



2020 LeadingAge Georgia Institute on Aging (Center for Positive Aging)
Board of Directors

2020 Officers

Chair	Karon Winston, Lutheran Towers
Chair-Elect	Weyman Perry, Personal Care, Inc.
Treasurer	James Larson, Dixon Hughes Goodman
Secretary	Suzanne Brown, St. George Village

Class of 2020

Weyman Perry	Personal Care, Inc.	HCBS
Karon Winston	Lutheran Towers	HUD
Carolyn Roper	Glen Memorial UMC	Consumer
Kevin Shaw	King's Bridge Retirement Community	IL/AL
Suzanne Brown	St. George Village	LPC

Class of 2021

Antoinette Sturm	Saint Anne's Terrace	IL
Beth	CaraVita	HCBS
James Larson	Dixon Hughes Goodman	Business
Mary Helton	A.G. Rhodes & Rehab	NCF

Class of 2022

Pat Coppin	Alice Williams Towers	HUD
Tim Knight	Park Springs	LPC
Julie Parker	Canterbury	LPC
Laura Rice	Briarcliff Oaks	HUD



2019 in Review

The LeadingAge Difference....

LeadingAge Georgia strives to be the trusted voice in aging services. We recognize that as not-for profit and mission-based organizations our members work hard as servant leaders to provide the highest quality of person-centered care and work hard to help older adults thrive.

We know that one of the things that sets our members apart from other providers is that you invest in person-centered training, leadership skills training, as well as training to keep abreast of regulatory requirements and innovation.

We know that LeadingAge Georgia members provide staffing levels to meet the ever changing needs of the older adults they serve and strive to provide programs and services that ensure their well-being.

We know that LeadingAge Georgia members are committed to fortifying the workforce because a solid workforce makes for great care.

We know that LeadingAge Georgia members are committed to ensuring well-being of older adults throughout the continuum of care and gladly share ideas and solutions to help other members. Our members make LeadingAge Georgia **the place** for sharing best practices for the good of all members and older adults.

We know that compassion of LeadingAge Georgia members shows in the interactions with older adults because they are mission-driven.

Fortifying our Members through Public Policy....

The Legislature and state officials listen when we speak because **the quality of care our members provide** has helped earn a reputation for LeadingAge Georgia

as the trusted voice for aging services. Our member's commitment to quality care has earned a seat at the table whenever there are legislative or agency related issues we want to address.

All of our public policy initiatives are member driven. We hold an annual town hall meeting to listen to the concerns our members have on the national level and we invite them to bring issues to us to address on the state level. Once our members bring an issue to us, we talk it over with our member-based public policy committee and then bring issues and solutions to our board to discuss.

Our members licensed as assisted living homes (including life plan communities) told us that residents at the end of life were often in pain while waiting for a Hospice nurse to arrive with medications. So, this past legislative session, we met with the legislature and asked to allow med-techs the ability to administer liquid morphine. Together with other interested parties, we prevailed and now residents can have greater pain relief at the end of life.

One of our nursing home members told us that they lose \$9 per day on caring for persons with dementia. This provider is known for their outstanding person-centered care and focus on well-being of both residents in staff. So we gladly advocated for an increase in their daily rate and were able to secure a 1% increase in their daily rate for residents with dementia in communities with 55% or more residents with dementia.

Our HUD communities told us that one of their biggest challenges is having residents with unmanaged behavioral health issues. We learned of a pilot project the Atlanta Regional Commission had providing behavioral health coaches in a housing authority program for older adults. With the program, a behavioral health coach meets with the staff who identifies residents with unmet behavioral health needs. The coach then builds a relationship with the resident and helps him or her access medical care and resources. We asked to have the program expanded in to LeadingAge Georgia member communities. After it was found to be successful in one of our communities, we submitted a legislative ask to the Coalition of Advocates for Georgia's Elderly (COAGE) to ask for funding to expand the program in three areas of the state. COAGE chose the issue in July and we have begun advocating for the funding.

We are working with a Georgia House Study Committee on affordable housing options for older adults and we worked on the national level to secure support for increased funding for new affordable housing.

Our life plan communities updated their names from continuing care retirement communities to reflect that their residents want a “plan” for living vs. a focus on retiring. So we worked with the legislature to change the statute to change the name to life plan community.

Our members told us that families often like to have private duty caregivers provide additional one-on-one care for their family members in assisted living communities (including those in life plan communities) and the Georgia Department of Community Health implemented a rule that private caregivers could not provide the care that they felt the assisted living community should provide. Our members indicated this went against the will of residents and their families so we asked DCH to eliminate this rule and they did.

We learned through a LeadingAge national podcast that the Hebrew Home in Riverdale New York is leading the way on innovation in palliative care. With a limited trial, they allowed residents to try medical marijuana to address the conditions like chronic pain that often come with age. What they found is that when residents were pain free and felt better, they left their chairs and beds and engaged in meaningful activities and were happier. So with a fully supportive board, we garnered articles from well-respected aging related journals and letters from physicians to help pass the medical marijuana bill in Georgia. It’s important to note that individuals who use medical marijuana will not get “high” from it, they’ll get relief.

Adult day centers offer great programs and services for older adults who need oversight due to challenges that come with aging. These programs offer socialization, meaningful activities, nutritious meals and in some programs, medical oversight. Yet, it is often challenging to get older adults comfortable with attending adult day centers. Our members told us that the number one way that they get older adults comfortable with their programs is through a free four-hour visit. Once they attend, they love it and they come back. But, the Georgia Department of Community Health implemented a rule that prevented potential clients to attend for the four hour visit unless they had a TB test. The test proved to be a huge impediment for getting people to attend the free visit. So, we met with the leadership of DCH and asked that the rule be eliminated. DCH agreed and our members are back in business offering free initial visits.

Fortifying our Members through Education....

Over the years, our members have learned the importance of investing in staff and building leadership skills. Our leadership academy has helped members gain insights and build emotional intelligence making for better communicators and better leaders. During the five sessions, other LeadingAge Georgia members come and share their own thoughts on leadership and how they themselves have grown into the leaders that they have become. This year we added one-on-one coaching for academy attendees. We wrote a grant and Alliant Health Solutions graciously provided funding to support the costs and we had great teachers in Walter Coffey and David Sprowl. This year, twenty-three LeadingAge members completed the leadership academy.

We worked to obtain scholarships for nursing home members to attend Eden training in order to deepen knowledge on true person centered care.

We house the Culture Change Network of Georgia whose mission is to change the culture of aging in Georgia to become more person-centered. This year, along with other members of the CCNG advisory committee, we planned and hosted the CCNG Summit focused on building person-centered organizations. We brought in Barbara Frank and Cathy Brady, two national leaders in person-centered care. They focused on how to hire the right people, on-board well to break the pattern of staff leaving within the first 60 days, and team meetings for fortifying both residents and the staff. We worked with the Georgia State University Gerontology Institute to arrange scholarships for our nursing homes through a Center for Medicare Medicaid Civil Monetary Penalty grant.

We presented our annual conference with a pre-conference presented by Walter Coffey titled What IF We Were Really Successful in Changing the Culture of our Organization. Again we worked with GSU to secure scholarships for nursing home members. We focused on the topics you our members said were important like fortifying the workforce, developing leadership skills, keeping up with national trends, palliative care and wellness.

We worked with the Georgia Department of Community Health to provide training and get you our members up to speed with the implementation of the new finger-print background check program.

We worked with the leaders of the Georgia Adult Day Services Association to provide training including the top state survey violations to help members have great surveys. We provided topics that GADSA requested including best practices in adult day care.

We partnered with Alliant Health Solutions to provide a number of mental health and first aid educational programs for our members. We partnered with the Georgia Tech Tools for Life for a symposium on tech and aging as well as having a tech lab at our conference for members to learn of the latest technologies for keeping older adults independent and engaged!

We worked with our HUD members to bring in speakers on the topics you said were important. We brought in Colleen Bloom, the lead HUD expert at LeadingAge national for a day of insights and updates. We worked with service coordinators to provide important topics like behavioral health and accessing resources for residents. We also provided information on HUD preservation and fair housing.

We offered training that maintenance professionals indicated was important including REAC training and a session on working with service coordinators for the safety of residents within the fair housing regulations. We also offered programs on dementia including bringing in national experts Michael Splaine and Stephen Post.

We brought in national experts like Tad Melton of Ziegler who often shared trends in development – like the fact that life plan communities are moving away from having nursing homes and are instead bringing services to residents.

Fortifying our Members through Idea Sharing....

We are fortunate to have some of the best minds in aging as members of LeadingAge Georgia and because our members are happy to share insights and ideas for the greater good, we work to foster idea sharing. At each of our events we build time in for idea sharing. At our Life Plan Community symposium, four members shared their plans for new developments and the thought process behind their plans. We coordinated directors to learn from seasoned directors in areas of concern. Members also shared ideas to address the common question “what keeps you up at night.”

Fortifying our Members through Awareness....

We recognize that our LeadingAge Georgia members deserve to be recognized for the great care they offer and for the effort that goes into ensuring the well-being of older adults and staff. So, we work with the media to bring awareness to this great care. This year, when the media put the spotlight on the poor quality of care in assisted living homes, we reached out to the lead writers and worked with them to help them understand the difference in the care provided by our not-for-profit and mission-driven members. We were the only provider organization included in the AJC televised show on assisted living care and were recognized for the quality of care our members provide.

Fortifying our Members through our Connection with LeadingAge National....

LeadingAge Georgia members benefit greatly from our affiliation with LeadingAge National. They have an outstanding leader with Katie Sloan who is revered for her incredible leadership including being a force on Capitol Hill and with agencies like the Center for Medicare and HUD. Katie has a terrific team and they are here to fortify our members.

LeadingAge National keeps the pulse on the needs of our members through Town Hall Meetings for setting national policy and they are *always* responsive when we reach out to help.

LeadingAge National has exceptional education for our members – including a web-based learning hub, outstanding conferences and state-of-the art podcasts. They have centers that focus on areas like technology, workforce solutions, managed care and long-term care support services.

LeadingAge National has experts that help our members with solutions for tough issues like when a member community was told by HUD that they couldn't access reserve funds for a significant renovation. We suggested the member contact National and our HUD expert guided our member through to obtain the funds.

LeadingAge National has a top notch advocacy team headed up by Ruth Katz and they work with state affiliates like us to have a strong nationwide advocacy base. With their leadership, we work together on issues like improving policies of CMS or increasing funding for affordable housing.

Fortifying our Members through Cost Savings....

We have an exceptional Group Purchasing Organization in Value 1st. We recognize that any dollars our members save can be put into their mission. Our members who have taken advantage of our GPO have seen substantial savings in areas like food purchasing and maintenance of buildings.

Our Commitment to Fighting Ageism and Promoting Positive Aging....

Both LeadingAge National and LeadingAge Georgia are committed to fighting ageism and promoting positive aging. Through various events like our Profiles of Positive Aging and through working with the media and consumers we work to show that

every person is entitled to be their best self as they age. This year, we contacted a newspaper and encouraged a more positive spin on aging when they wrote an article that depicted older adults in a somewhat ageist fashion. We also promoted examples of positive aging through our annual Profiles of Positive Aging event. We highlight the achievements individuals have had throughout their lives and we bring awareness to the great things that they are accomplishing as older adults – serving as mentors, educators, philanthropists, community organizers and great neighbors. We also highlight the important role our member communities have in creating environments where these older adults thrive.

Our Road Map for the Future....

This year, our LeadingAge Georgia board together with the board from our education arm, the Georgia Institute on Aging, developed an exciting Strategic Plan for 2020-2023. The overarching goal is to help members create and maintain mission-driven cultures that reflect the well-being of older adults and those who serve them. Our strategic initiatives will be carried out through public policy, education and idea sharing. The five pillars of our plan include fortifying the workforce, championing the well-being of older adults, bringing awareness to positive aging and the culture our members create to sustain positive aging, fortifying our members through advancing best practices as well as seeking funding and policies that support the work of our members and growing our reach to serve more not-for-profit and other mission driven organizations who serve older adults.

Funding to Support the Work of LeadingAge Georgia....

LeadingAge Georgia and our educational arm, the LeadingAge Georgia Institute on Aging and our consumer arm, the LeadingAge Georgia Center for Positive Aging had a combined budget in 2019 of \$837,600. Income consists primarily of membership dues, sponsorships, educational costs, grants and contributions. We will be working to increase contributions and grants in order to expand our outreach to more members and to provide more educational opportunities including scholarships for members.

LeadingAge Georgia members contribute substantially to support the mission of the Association. Member contributions include membership dues, support of our golf tournament and Profiles of Positive Aging as well as board pledges and contributions.

Our other primary source of income from non-dues revenue includes sponsorships from our valued business members including our partners Mauldin & Jenkins and Morrison Community Living. Our supporters include BB&T, DHG, SimpleC, Metz Culinary, Occupied Renovations, Parker Young Construction, Pfizer, Inc., Shaw Contract, THW Design, Ziegler and Value First.

We are fortunate to have two partners who have provided funding for scholarships for our members and to support the work of LeadingAge Georgia including Alliant Health Solutions, Inc. and Georgia State University Gerontology Institute.

Leadership of LeadingAge Georgia....

LeadingAge Georgia has an outstanding board of directors, each of whom are committed to ensuring the highest level of support for all of our members throughout the continuum of care. Board meetings include generative conversations on innovation, member support as well as routine business. **The LeadingAge Georgia board** members include:

Chris Keysor, Board Chair & President/CEO of Lenbrook

Gwen Hardy, Chair Elect & Chief Operating Officer of Presbyterian Homes of Georgia

Mark Lowell, Past Chair & Executive Director of St. George Village

Pam Kauffman, Secretary & Executive Director of Lanier Village Estates

Kyle Huhtanen, Treasurer & Executive Director of Decatur Christian Towers

Dorothy Davis, Board Member & Chief Executive Officer of Visiting Nurse Health System

Eve Anthony, Board Member & President/CEO of Athens Community Council on Aging

Debi McNeil, Board Member & President/CEO of Canterbury Court

John Sims, Board Member & Executive Director of The Lodge in Columbus

Deke Cateau, Board Member & Chief Executive Officer of A.G. Rhodes

Terry Barcroft, Board Member, Chair of Public Policy Committee & President/CEO of Wesley Woods Senior Living

The LeadingAge Georgia **Institute on Aging**, our education arm also has a board and members include:

Karon Winston, Board Chair & Director of Business Services for Lutheran Towers

Weyman Perry, Chair Elect & President of Personal Care, Inc.

Connie White, Past Chair & Principal Program Coordinator for Atlanta Regional Commission

James Larson, Treasurer & Managing Director, Healthcare Advisory Services of Dixon Hughes Goodman

Suzanne Brown, Secretary & Human Resources Manager of St. George Village

George Tucker, Board Member & Administrator of Campbell-Stone Retirement Living

Carolyn Roper, Board Member & Consumer Representative

Kevin Shaw, Board Member & Executive Director of Kings Bridge Retirement Center

Antoinette Sturm, Board Member & Director of Marketing for St. Anne's Terrace

Beth Cayce, Board Member and Chief Executive Officer of CaraVita Home Care

Mary Helton, Board Member & Corporate Human Resources Director for A.G. Rhodes Health & Rehab

Pat Coppin, Board Member & Senior Multi Property Manager of Housing Resource Center

Volunteers Help Accomplish our Mission....

We are very grateful to our volunteers. They give us great guidance, help plan educational programs including our conference and our education events throughout the year, our golf event, Profiles of Positive Aging, Georgia Night and other initiatives. They help with smiles and grace on behalf of LeadingAge Georgia members.

Our Professional Development Committee volunteers include Karon Winston, Liana Sisco, Laura Rice, George Tucker, Julie Parker, Suzanne Brown, Walter Constantine, Antoinette Sturm.

Our Profiles of Positive Aging gala is co-chaired by Samantha Eaves and Tom Bowden and includes volunteers of Pat Coppin, Connie White, Laura Rice, Carolyn Roper, Kyle Huhtanen, Alexandria Giles, Karon Winston and Wayne Quigley.

Our golf tournament which is made incredibly special due to the leadership of long-time friend of LeadingAge Georgia, Harry Haisten includes a committee of volunteers including Jerry Dean Weber, Walter Constantine, George Tucker, Weyman Perry, Lauri Ann Brooks and Carolyn Roper.

Our Public Policy Committee is chaired by Terry Barcroft and has members that include Jacque Thornton, Mark Lowell, Chris Keysor, Gwen Hardy, Ned Morgens and George Tucker.

Our Nominating/Awards Committee for LeadingAge is chaired by Mark Lowell and has members of Terry Barcroft and Antoinette Sturm. The Nominating Committee for the LeadingAge Georgia Institute on Aging includes Karon Winston, James Larson, Weyman Perry and Suzanne Brown.

Staff of LeadingAge Georgia include:

Ginny Helms, President

Scott Bassett, Director of Education & Member Development

Susan Watkins, Director of Member Services

Tom Bauer, Contract Lobbyist

Cristina Lopez, Contract Accountant

Christopher Giles, Contract IT