home care
association of washington
REPRESENTING HOME HEALTH, HOSPICE, & HOME CARE AGENCIES

HCAW
BOARD PACKET

October 23, 2019

https://global.gotomeeting.com/join/682368709
Phone: (312) 757-3117
Access Code: 682-368-709

HCAW October 2019 Board Meeting Agenda

Our Vision: We are inspired to position homecare services as a leader in healthcare in Washington State.

Our Mission: To promote the long-term growth and sustainability of in-home services in Washington State. HCAW provides leadership for consumers by unifying in-home services providers through public outreach, education, legislative advocacy and supporting practice standards.

Date: 10/23/19		**Time:** 9:30 a.m. – 12:00 p.m.	**Location:** https://global.gotomeeting.com/join/682368709 (312) 757-3117 / 682-368-709	
TIME	**TOPIC**	**DISCUSSION**	**PLAN OF ACTION**	**RESPONSIBLE**
9:30 a.m.	Call to Order	Welcome/Updates	Review	Marilou
9:35 a.m.	Legislative Updates	• Region X Report • Public Policy Report	Review Review	Brent Leslie
10:10 a.m.	Approval of Minutes	• August 2019	Approval	All
10:15 a.m.	Financial Report	• June, July, August, September financials • Fund Transfer • Draft Form 990	Review/Approval Approval Review/Approval	Christine/all Christine/all Christine/all
11:00 a.m.	Executive Director Report	• Highlights – NAHC conference & education • Bylaws Change – membership categories • PAC Donation – $500 for Sen. Cleveland	Review Approval Approval	Christine All All
11:15 a.m.	Strategic Plan	• Review of Strategic Plan/WWW	Review/Approval	All
12:00 p.m.	Adjournment	Review of key deliverables/action items/decisions		Marilou
	Next Meeting	November 15th at 9:30 a.m. – 12:00 p.m.		

Board Meeting Minutes
Friday, August 16, 2019
Teleconference
9:30AM – 12:00PM

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ATTENDANCE

Board: Marilou Church, President; Rachel Manchester, President-Elect; Amber Hahn-Keenan, Secretary/Treasurer; Directors Gretchen Anderson, Kyle Long, Geoff Meinken, Tammi Reeser, Nate Smith; Brent Korte, Ex-Officio;
Staff: Leslie Emerick, Public Policy Director; Donna Goodwin, Clinical Director; Christine Opiela, Executive Director
Not in Attendance: Director Alisa Van Sickle

CALL TO ORDER

Marilou welcomed everyone and called the meeting to order at 9:36AM.

It was moved and seconded to approve the minutes from the June 21, 2019 Board meeting. Motion carried.

I. FINANCIAL REPORT

Amber reviewed the May 2019 financials:

- The Annual Conference income and expenses will show in the May 2019 reports. This is best practices as the conference overlapped both April and May.
- Under budget for dues renewal income, which may be a trend in the industry with the new and upcoming regulations and changes.

It was moved and seconded to place the May 2019 financials on file. Motion carried.

Christine presented the draft 2019-2020 budget:

- Membership is a large revenue stream for the Association, but it has not met budgeted dues income in recent years. The amount for Provider dues has been reduced as the Board is anticipating a drop in renewals dues.
- HCAW also receives a large portion of income from educational programs. To offset the reduced budgeted dues income, workshop income has increased. Members may be interested in a recruiting event at the conference or as a separate workshop. HCAW may be able to sell the Blueprint for OASIS books for next year's workshop to offset printing costs.

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- The career board has growth potential, so the budgeted amount has been increased.
- The Clinical Director budgeted expense has been reduced to better reflect actual costs.
- The budgeted expenses for the website have also been reduced as the Association will most likely stay with the same AMS this fiscal year.

It was moved and seconded to approve the next fiscal year's budget. Motion carried.

II. EXECUTIVE DIRECTOR'S REPORT

Christine reviewed highlights from her report:

- Committee assignments were reviewed. Melinda will join the AME Committee and Tammi will join the Membership Committee.
- All Board members are to review and sign the Policy Acknowledgement Agreement.
- Wild Apricot is charging a 20% fee to customers using a third-party processor. HCAW uses PayPal, which has the same rates as Wild Apricot's service. Christine recommended staying with PayPal and incurring the fee. If HCAW moves to another AMS, it may need to change processors again to escape similar fees.

It was moved and seconded to stay with PayPal for another year and incur additional Wild Apricot charges. Motion carried.

- NAHC's Fall Conference is in October in Seattle. HCAW will reach out to provide support and possibly connect on educational offerings.

III. LEGISLATIVE REPORTS

Leslie presented her Public Policy report:

- 2020 is a short legislative session (60 days).
- Leslie is tracking HB 2158 and the LTC Trust Act as more information becomes available on their impact.
- The Governor signed HB 1175 but progress has slowed down. Physicians are concerned authorizing hospice orders may be a conflict of interest.
- The Operating Budget was signed in May and allows HCA to begin structuring the HH workgroup. Leslie is communicating with HCA to ensure HCAW has a place at the table to provide data and input. HCAW will meet internally first to establish a position and detail members' concerns.
- Private Duty Nursing funding begins January 2020. Leslie has asked PD members to keep her informed on how the rate increase has impacted their agencies and patients.
- A general fund has been provided for the development of a Palliative Care Roadmap. Hard copies are expected to be available September 30, 2020.
- Leslie will attend a public meeting on the Clark County CON issue. Like HCAW, WSHPCO is neutral on the issue and supportive of the process.
- The Nursing Assistant fees have changed

  <u>Registration Credentials</u>

  - Application – Registration: was $65, now $85
  - Renewal of registration: was $70, now $95

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Certification Credentials

- Application for certification: was $65, now $85
- Certification renewal: was $70, now $95

Brent reviewed the Region X report:

- NAHC committees are now at work and are focusing on many issues.
- Brent has joined NAHC's legislative council as a regional representative. He will advise NAHC staff as to which policy positions to take, etc.
- The Executive Committee is providing goals for President Bill Dombi and succession planning. It is important to consider the future landscape and prepare for what it may be after he retires.
- NHPCO is against the hospice proposed rule and NAHC prefers a 50% phase in the first year (a slower, then faster phase but not all at once). HCAW position is to not undercut routine care, but Brent will share NAHC's position in more detail before a final decision is made.

IV. STRATEGIC PLAN

The Board reviewed the current strategic plan:

Membership:

- Kyle and Nate asked for more Membership Committee volunteers to accomplish goals.
- Conduct after full strategic planning session; Hire marketing firm to develop – *tabled*

Advocacy:

- All goals have been accomplished.

Community:

- Virtual brown bag events with relevant topics
  - Clinical, mid-level, and case managers would be the primary demographic.
  - The calls will be structured in a round-robin style with a moderator and loose agenda.
  - There is a concern members may not have the time to join the calls. If successful, it is another opportunity to show value to prospective members.
  - A "regulatory roundup" topic was recommended. The call would focus on the most sited problems, what changes have agencies made to be compliant, etc.?
- Provide strong clinical track content at Annual Conference
  - The fall program is an opportunity to offer more clinical tracks.
- Community blog/chat room on website - *tabled*
- Networking opportunities at regional events - *tabled*

Education:

- Speaker pool
  - A database has been created to include previous HCAW speakers and those submitted by the community. Board members to send recommendations to the AME Committee.
- Create a virtual resource library

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- Content is needed (i.e. patient experience, VBP) to provide online resources with the option to package for sale. HCAW will reach out to members to share resources.
- HCAW can host webinars with members as presenters. It is important these do not conflict with the Association's Online University.

- Enhance, enrich, broaden conference offerings
  - Annual conference evaluations report stronger education tracks and keynotes than in previous years. This will be an ongoing goal for the Association.
- Create and distribute Member Directory - *tabled*

V. OTHER BUSINESS

The next Board meeting will be held Friday, August 16th at 9:30am.

There being no other business, the meeting was adjourned at 12:15pm.

It was motioned and seconded to end the board meeting. Motion carried.

SUMMARY OF ACTION ITEMS

- Christine to invite Tammi to the Membership Committee and Melinda to the AME Committee.
- Board members to sign the Policy Acknowledgement Agreement and send to Christine.
- Rachel, Brent, Donna, and Greg will be invited to the HCA workgroup.
- Christine to send 2019 Rural Palliative Care Education Series information to members.
- Brent to send NAHC's official response on the hospice proposed rule to Marilou, Amber, Donna, and Melinda.
- Board members to encourage staff to join the Membership Committee.
- Rachel to send Melinda brown bag topic ideas.
- Board members to recommend speakers and topics to Rachel and Gretchen.
- Board members to share resources that can be made available to members.
- Board members to send webinar topics they or a staff person can present to Rachel and Gretchen.
- Christine to update the strategic plan.

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Region X Report

Brent Korte

Accomplishments

- Much focus on PDGM legislation which would stop the Behavioral Adjustment. Current odds on passage are 50/50 with strong bipartisan support, however we are lacking support from most Representatives in WA State.
- Planning for NAHC Annual Conference has been front and center—big hats off to Christine for her work in partnering HCAW and NAHC which Scott Baum (Director of Events) stated should "Your state association has been so awesome to work with – and hopefully has established a new model for future meetings". This is a great compliment from NAHC and will results in a greater reciprocal partnership from them. Of note, Christine will be opening the conference with a rundown about HH and Hospice in our state on Sunday.
- Governance and Nominating Committee met at length in October to form the slate of candidates for upcoming board seats. The two new members will be announced at the conference.

Next Steps

- PDGM Legislation.
- RCD in Texas and delays in other states.
- Addressing Hospice Cap reduction (MedPAC recommendation) and Hospice MA carve in.
- Succession planning for leadership at NAHC is a consistent topic and work is being done to grow the right "bench strength" for the next generation of NAHC leaders.

Challenges

- Continued legislative work and working at increasing engagement of members in legislative activities.

Assistance needed from the Board

- Thanks for your help with the Seattle Conference!

October 5, 2019

HCAW October 2019 Public Policy Report

Prepared by Leslie Emerick, Public Policy Director

Alisa Van Sickle, Leslie Emerick, Senator Annette Cleveland, Greg Pang and Randy Dalton at CHHH in Vancouver.

Leslie attending the LTC Workforce Committee. First time being invited to sit in the dais! 😊

Legislative Overview

As we head into the fall, preparations for the 2020 legislative session are starting up! Now is the time we contact our key supporters of legislation regarding bill sponsorship and getting a public hearing on bills early next session. The 2020 session is the 60-day "short-session" of the biennial state legislature. Legislators prepare a "supplemental budget" to fix problems with the 2019 budget or to address emergencies. The session always starts the second Monday in January, which is the 14th this year. We will begin scheduling meetings for our In-Home Services Day the last week in December through the start of session this year as appointments get filled quickly!

An updated revenue forecast shows Washington state is expected to see a net increase in revenues of nearly $447 million through mid-2021.The numbers released at a Wednesday meeting of the Economic and Revenue Forecast Council showed total revenues are now projected at more than $51.4 billion for the current two-year state budget cycle, which started in July. The state is projected to have $3.1 billion in total reserves at the end of the current biennium. This bodes well for our legislative proposal increasing home health Medicaid rates next session!

The 2019 Committee Assembly days are scheduled as follows: Senate - November 20-21; House - November 21-22. I will be meeting with legislators during this time period to review our legislative priorities. I encourage our members to contact their local legislators prior to session as well. I will be preparing talking points for our revised bill update for SB 5828 soon….**Our In-Home Services Day is January 28th in Olympia… Mark your calendars!!**

Department of Health Issues

Home Health CON Rulemaking: DOH has finally responded to our rulemaking request and has begun the process. The department is filing the necessary paperwork with the Code Reviser to initiate the CR-101 to begin the stakeholder work. We do not have a starting date for the first meeting yet, but please stay tuned as this will be an important issue for our association in the months to come!

Palliative Care Roadmap: ***Kick Off meeting on November 14th***! I have been working with DOH to establish a list of stakeholders for the initial meeting. I have also been working with legislative staff at DOH to consider this report a public information piece as opposed to a report to the legislature which takes much longer internal review at DOH. The "roadmap" will be very similar to the Dementia Roadmap published by DSHS a few years ago. It is to be used as a resource for patients, their families and practitioners when a patient has been diagnosed with a serious or life-threatening illness. If you have not been sent an invite yet, but still want to participate, please let me know ASAP. **Hard copies must be available for distribution no later than September 30, 2020.**

Palliative Care-Rural Health Integration Advisory Team (PC-RHIAT): I am still participating on the advisory team for the Community Engagement Workgroup. To learn more about the Washington Rural Palliative Care Initiative please visit : https://waportal.org/partners/home/washington-rural-palliative-care-initiative

Long-Term Care Workforce Development Steering Committee: I attended the first meeting of the re-convened LTC committee on Thursday, September 19, 2019. I have been appointed to the Curriculum committee for reviewing and assessing what would be in a core curriculum for all types of certified nursing assistants and will be participating in monthly workgroup meetings. We are starting by identifying all the areas that CNA's currently work in for LTC settings.

Background: In 2019, the legislature re-convened the Nursing Care Quality Assurance Commission (NCQAC**)** LTC Workforce committee to address key recommendations by providing detailed plans to improve availability and use of workforce-related data and make updates and revisions to training, and testing. The legislature also directed the committee to develop recommendations for skilled nursing facility staffing models and address deficiencies in resident care.

Meeting Agenda and Materials

Health Care Authority

Home Health Rates Methodology: SB 5828 regarding matching Medicare and Medicaid rates for home health did not pass during the 2019 legislative session, but we plan to re-run the bill in the 2020 legislative session. Met with Senator Annette Cleveland, Senate Health Care committee chair in Vancouver at the Community Home Health and Hospice new grief center. Greg Pang, CEO, gave us a tour of the beautiful new facility and shared what services they offer there to the community. At the meeting Senator Cleveland agreed to run SB 5828 again with the new recommendations.

We are working on the final report with HCA staff at this time. Thankfully HCA has contacted the Governor's Office about extending the due date to December prior to session starting! Our next formal meeting with the workgroup will be on October 22, 2019 to finalize the report. The two models currently under consideration are:

Fee For Service (FFS) + Incentives

- Includes all traditional services (Nursing, PT, OT, SLP, HHA, MSW)
- Includes option for remote patient monitoring (daily scripted phone calls based on diagnoses) with option for telehealth if provider chooses.
- Per visit payment amount varies based on discipline but based on Medicare rate.
- Care provided is based on physician orders and practice standards (MCG) as a guide.
- Outcome measures: (per OASIS answers)
    - Decreased hospital utilization
    - Decreased ER use
    - Timeliness of care (Medicare within 48 hrs. of discharge/referral or MD ordered care.)
    - Increased access – (make sure agencies that take Medicaid patients are not penalized)
        - Determine how to gain access to outcome data
        - Can OASIS Medicaid information can be separated and shared with HCA
        - Determine methodology for incentive payment

Prospective Payment System (PPS) + incentive (Value Based)

- Includes all traditional services (Nursing, PT, OT, SLP, HHA, MSW)
- Includes option for remote patient monitoring (daily scripted phone calls based on diagnoses) based on diagnosis with an option for telehealth if provider chooses.
- Care provided is based on physician orders and practice standards (MCG) as a guide.
- Prospective payment for designated episode of care (60-day episode)
- PPS amount is generated from completed OASIS assessments that creates a home health resource group (HHRG) and subsequent HIPPS code. The HIPPS code generates the payment amount. The PPS system should mirror the most current Medicare episodic payment model (PDGM).
- Outcome measures:
    - Same as noted above
        - Access outcome data for Medicaid or use CASPER reports as proxy.
        - Determine methodology for incentive pay.

HCAW is going to request that the DSHS COPES Nursing be mentioned, but not included as an option for funding in this report. We suggest that it will need a separate workgroup and fiscal note as it is such a different program than the home health services at HCA. We plan to use the final recommendations in the bill for next session, but will need to see how the "dust settles" on this one!

Adult Palliative Care Rules: Update: HCA is waiting for the recommendations of the Bree Collaborative Palliative Care Workgroup to incorporate into their rulemaking. The department will come up with a draft to review after they see what is in the report.

Department of Revenue (DOR)

E2SHB 2158 **Creating a workforce education investment to train Washington students for Washington**. The bill had a 20% health professions B & O tax increase, from 1.5% to 1.8%, which HCAW opposed. At this time the department is still in the process of reviewing the legislation to determine which business activities are subject to the surcharge. Educational material and clarification will be published later this year. The department will also be sending notification directly to businesses affected by the surcharge so if you get a letter for DOR regarding this, please let us know!

Labor and Industries Issues

Executive, Administrative, and Professional ("EAP" or "white collar") exemptions from the Minimum Wage Act: The deadline for submitting public comments on the updates to the EAP (overtime) exemptions has been extended to **Friday, September 20, 2019, at 11:59 p.m.** The extension of the public comment period does not impact other previously established timelines, and the tentative adoption date of the rules is still scheduled for December 3, 2019.
News Release: L&I receives thousands of comments on proposed overtime rules update

DSHS Issues

2SHB 1087 Long-Term Care Trust Act Implementation: Provides benefits for long-term services and supports to qualified individuals who need assistance with at least three activities of daily living. Establishes eligibility requirements for the Trust Program for persons who pay a premium of 0.58 percent of a person's wages for a specific amount of time. The first activities are working with the Office of Financial Management to recruit and appoint the LTC Trust Commission and the hiring key staff. Here is a good fact sheet on the impacts of the bill: https://www.agingwashington.org/files/2019/02/2019-Long-Term-Care-Trust-Act-Factsheet.pdf

Public Policy Updates

Bree Collaborative Palliative Care Workgroup: I attended the larger Bree Collaborative meeting in Seattle in September where they reviewed the draft report and asked questions. I was a bit surprised that the insurers at the table were skeptical…of course paying for any new service probably concerns them even if it may save the system money! Feedback is requested on the Palliative Care Report and Recommendations. The workgroup will review comments before submitting a final draft for review and adoption by the Bree Collaborative. Feedback must be

received by 5pm Friday, October 18th. Here is a link to the meeting materials:
http://www.breecollaborative.org/topic-areas/current-topics/palliative-care/

WA State Dementia Collaborative: I attended the full collaborative meeting on September 12 in Tukwila. Lots of good discussion about how to provide supports for caregivers and resources that are available around the state for patients and their families. They are creating a "First Responder Toolkit" to help reduce ER admissions and public awareness campaigns at DOH to let people know what resources are available. They are also working on a legal Alzheimer package for advance directives and other important considerations. I am still on the Health and Medical Subcommittee.

Here is a link to the website outlining the activities of the collaborative:
https://www.dshs.wa.gov/altsa/dementia-action-collaborative
If anyone wants to order some more Dementia Roadmaps for your agency, please go to:
www.dshs.wa.go/altsa/dementa-action-collaborative

Aug - Dec 2015 - 2018 Cashflow

	2015	2016	2017	2018	Aug-Sept 2019	
Aug 1 Checking Acct and Paypal Balance	**39,820**	**45,177**	**72,201**	**63,004**	**78,060**	
Cash Out						
Board retreat	(323)		(385)	(355)		
Annual Meeting - Technology	(500)					
Leslie Emerick monthly fee				(16,500)	(7,400)	
Leslie Emerick expenses	(302)	(408)	(724)	(498)	(426)	
Donna Goodwin payments				(2,992)	(2,212)	
Workshop expenses	(2,755)	(4,950)	(4,061)	(2,131)		
Payroll expenses	(91,750)	(91,750)	(91,750)			
Peterson & Assoc 990 and June fees				(2,072)		
Management Fee				(84,583)		
Telephone & Technology				(2,006)		
Strategic Review fee				(1,000)		
Staff Travel		(286)		(429)		
Service charges & paypal fees	(279)	(640)	(383)	(937)	(43)	
Rural Health scholarships				(3,000)		
Misc expense	(35)	(71)				
Payment to PAC		(350)		(430)	(1,100)	
Board Membership NAHCHA		(750)	(750)	(750)		
Prepaid Workshop speaker			(5,000)	(5,000)		
Annual Meeting Speaker or hotel deposit		(1,250)	(3,500)	(2,500)		
Exec Director expense	(291)	(732)	(3,681)			
Berg Data Solutions - Policy & Advocacy					(2,500)	
Annual insurance	(1,238)	(1,238)	(1,238)	(1,300)	(1,365)	
Annual E-learn RCTCLEARN.Net	(4,320)	(4,320)	(4,320)			
OAHC Discussion Consulting costs	(3,400)					
Total Cash Paid	**(105,193)**	**(106,745)**	**(115,792)**	**(126,483)**	**(15,046)**	
Cash In						
Workshop payments/revenue sharing	7,292	7,372	17,834	13,550	3,650	
Yourmembership misc. income	779					
Oasis Training Grant					4,500	
For PAC					158	
Job Target Sharing	528			140		
Annual Meeting payment	795	795	2,500	1,625		
Dues payments	38,935	46,320	46,446	36,459	5,620	
Total Cash Collected	**48,329**	**54,487**	**66,780**	**51,774**	**13,928**	
Transfers In from Money Market	**65,000**	**67,779**	**50,237**	**44,000**	-	
December 31 Checking Acct & Paypal Balance	**47,956**	**60,698**	**73,426**	**32,295**	**76,942**	**As of 9/30/19**

Home Care Association of Washington
Actual vs. Budget Performance
For the Month and Twelve Months Ended June 30, 2019

	June 19	Budget	$ Over Budget	Jul '18 - Jun 19	YTD Budget	$ Over Budget
Ordinary Income/Expense						
Income						
4000 · Provider Dues	16,601.46	17,916.66	-1,315.20	198,800.51	215,000.00	-16,199.49
4010 · Affiliate Dues	249.68	333.34	-83.66	3,053.08	4,000.00	-946.92
4100 · Annual Meeting/Conv - Spring	5,575.00	0.00	5,575.00	41,885.00	48,000.00	-6,115.00
4110 · Conf Trade Show Booth	0.00	0.00	0.00	6,665.00	25,000.00	-18,335.00
4200 · Workshops/Seminars	18,093.00	3,750.00	14,343.00	39,835.70	45,000.00	-5,164.30
4240 · Job Target/Career Board	0.00	125.00	-125.00	476.06	1,500.00	-1,023.94
4250 · Newsletter Ads/Subscriptions	0.00	54.16	-54.16	75.00	650.00	-575.00
4280 · Sponsorships/Endorsements/Rebat	0.00	0.00	0.00	3,000.00	2,500.00	500.00
4285 · Affiliate Sponsor	0.00	0.00	0.00	0.00	7,500.00	-7,500.00
4310 · OCS OASIS Partnership	0.00	125.00	-125.00	0.00	1,500.00	-1,500.00
4385 · Website Advertising	0.00	83.34	-83.34	0.00	1,000.00	-1,000.00
5000 · Interest & Dividends	20.52	0.00	20.52	255.21	0.00	255.21
Total Income	40,539.66	22,387.50	18,152.16	294,045.56	351,650.00	-57,604.44
Expense						
7000 · Management/Facilities/Staff/Equ	12,083.33	12,083.34	-0.01	146,699.96	145,000.00	1,699.96
7010 · Service Charge Expense	167.11	416.66	-249.55	2,941.65	5,000.00	-2,058.35
7020 · Staff Travel	9.04	416.66	-407.62	1,466.69	5,000.00	-3,533.31
7130 · Lobbyist/Legislative Consultant	3,700.00	3,700.00	0.00	41,900.00	41,900.00	0.00
7150 · Lobbyist Expenses	0.00	125.00	-125.00	1,144.87	1,500.00	-355.13
7180 · Clinical Director	637.50	4,166.66	-3,529.16	9,665.25	50,000.00	-40,334.75
7190 · Clinical Director Expenses	0.00	250.00	-250.00	0.00	3,000.00	-3,000.00
7195 · Policy & Advocacy	125.00	208.34	-83.34	1,308.67	2,500.00	-1,191.33
7230 · Insurance	108.33	166.66	-58.33	1,284.71	2,000.00	-715.29
7240 · Office Supplies/Equipment	0.00	41.66	-41.66	587.21	500.00	87.21
7250 · Printing/Stationery	0.80	125.00	-124.20	290.32	1,500.00	-1,209.68
7260 · Photocopies	0.00	83.34	-83.34	8.90	1,000.00	-991.10
7270 · Telephone	60.00	0.00	60.00	660.00	0.00	660.00
7290 · Tech. Dev/Maint/Website	210.61	222.50	-11.89	2,408.30	2,670.00	-261.70
7310 · Postage	0.00	54.16	-54.16	615.72	650.00	-34.28
7370 · NAHC Dues/Other Memberships	0.00	125.00	-125.00	1,250.00	1,500.00	-250.00
7400 · Membership Certificates	0.00	20.84	-20.84	0.00	250.00	-250.00
7520 · Board Meetings Expense	0.00	208.34	-208.34	36.46	2,500.00	-2,463.54
7530 · President's Travel Expense	0.00	166.66	-166.66	0.00	2,000.00	-2,000.00
7540 · Strategic Planning	0.00	125.00	-125.00	1,380.35	1,500.00	-119.65
7560 · Taxes	0.00	0.00	0.00	0.00	100.00	-100.00
7580 · Miscellaneous	0.00	0.00	0.00	53.51	0.00	53.51
7600 · Unallocated Contingency	0.00	41.66	-41.66	0.00	500.00	-500.00
7700 · Annual Mtg/Convention Spring						
7710 · Speaker	0.00	0.00	0.00	8,839.47	6,000.00	2,839.47
7715 · Food and Beverage	0.00	0.00	0.00	16,259.76	35,000.00	-18,740.24
7720 · Technology	0.00	0.00	0.00	4,876.53	5,500.00	-623.47
7725 · Hand Outs	0.00	0.00	0.00	0.00	1,500.00	-1,500.00
7730 · Lodging	951.58	0.00	951.58	3,149.96	2,700.00	449.96
7740 · Travel	0.00	0.00	0.00	566.02	2,000.00	-1,433.98
7700 · Annual Mtg/Convention Spring - Other	1,125.00	0.00	1,125.00	2,169.41	0.00	2,169.41
Total 7700 · Annual Mtg/Convention Spring	2,076.58	0.00	2,076.58	35,861.15	52,700.00	-16,838.85
7900 · Workshops/Seminar Expense						
7910 · Speaker	10,000.00	1,250.00	8,750.00	15,937.23	15,000.00	937.23
7915 · Food and Beverage	162.15	366.66	-204.51	1,291.85	4,400.00	-3,108.15
7920 · Technology	360.00	250.00	110.00	4,320.00	3,000.00	1,320.00
7925 · Hand Outs	0.00	208.34	-208.34	1,922.06	2,500.00	-577.94
7930 · Lodging & Transportation	965.31	0.00	965.31	1,781.74	0.00	1,781.74
7900 · Workshops/Seminar Expense - Other	0.00	125.00	-125.00	3,149.00	1,500.00	1,649.00
Total 7900 · Workshops/Seminar Expense	11,487.46	2,200.00	9,287.46	28,401.88	26,400.00	2,001.88
Total Expense	30,665.76	24,947.48	5,718.28	277,965.60	349,670.00	-71,704.40
Net Ordinary Income	9,873.90	-2,559.98	12,433.88	16,079.96	1,980.00	14,099.96
Other Income/Expense						
Other Income						
9000 · Baird Change in Market Value	5,454.71			-1,051.67		
9100 · Baird Income and Distributions	735.95			4,417.95		
Total Other Income	6,190.66			3,366.28		
Net Other Income	6,190.66			3,366.28		
Net Income	**16,064.56**	**-2,559.98**	**18,624.54**	**19,446.24**	**1,980.00**	**17,466.24**

Home Care Association of Washington
Statement of Activities
For the Month Ended June 30, 2019 and 2018

	June 2019	June 2018
Ordinary Income/Expense		
Income		
4000 · Provider Dues	16,601.46	17,352.12
4010 · Affiliate Dues	249.68	141.86
4100 · Annual Meeting/Conv - Spring	5,575.00	975.00
4200 · Workshops/Seminars	18,093.00	15,880.00
5000 · Interest & Dividends	20.52	18.76
Total Income	40,539.66	34,367.74
Expense		
7000 · Management/Facilities/Staff/Equ	12,083.33	18,750.00
7010 · Service Charge Expense	167.11	1,849.48
7020 · Staff Travel	9.04	0.00
7100 · Executive Director	0.00	6,400.00
7110 · Executive Director Expenses	0.00	85.78
7130 · Lobbyist/Legislative Consultant	3,700.00	3,200.00
7180 · Clinical Director	637.50	0.00
7195 · Policy & Advocacy	125.00	0.00
7230 · Insurance	108.33	103.14
7240 · Office Supplies/Equipment	0.00	19.99
7250 · Printing/Stationery	0.80	0.00
7270 · Telephone	60.00	0.00
7290 · Tech. Dev/Maint/Website	210.61	0.00
7700 · Annual Mtg/Convention Spring		
7715 · Food and Beverage	0.00	115.49
7730 · Lodging	951.58	0.00
7740 · Travel	0.00	408.75
7700 · Annual Mtg/Convention Spring - Other	1,125.00	0.00
Total 7700 · Annual Mtg/Convention Spring	2,076.58	524.24
7900 · Workshops/Seminar Expense		
7910 · Speaker	10,000.00	5,000.00
7915 · Food and Beverage	162.15	1,476.24
7920 · Technology	360.00	477.00
7930 · Lodging & Transportation	965.31	0.00
Total 7900 · Workshops/Seminar Expense	11,487.46	6,953.24
Total Expense	30,665.76	37,885.87
Net Ordinary Income	9,873.90	-3,518.13
Other Income/Expense		
Other Income		
9000 · Baird Change in Market Value	5,454.71	-1,278.92
9100 · Baird Income and Distributions	735.95	715.33
Total Other Income	6,190.66	-563.59
Net Other Income	6,190.66	-563.59
Net Income	**16,064.56**	**-4,081.72**

Home Care Association of Washington
Statement of Financial Position
As of June 30, 2019 and June 30, 2018

	June 30, 2019	June 30, 2018
ASSETS		
Current Assets		
Checking/Savings		
1000 · PCB Checking 0944	106,606.90	43,604.12
1010 · PCB Money Mkt	95,578.33	139,329.71
1020 · Baird Cash and Equivalents	30,417.76	31,394.07
1030 · Bairds Investment Assets	102,067.39	97,724.80
1050 · Paypal	1,242.45	5,629.78
Total Checking/Savings	335,912.83	317,682.48
Accounts Receivable		
1200 · Accounts Receivable	12,875.00	250.00
Total Accounts Receivable	12,875.00	250.00
Other Current Assets		
1300 · Prepaid Expenses	16,533.33	3,200.00
1310 · Prepaid Insurance	325.03	309.74
1375 · Prepaid Workshop Expenses	1,800.00	1,800.00
Total Other Current Assets	18,658.36	5,309.74
Total Current Assets	367,446.19	323,242.22
TOTAL ASSETS	**367,446.19**	**323,242.22**
LIABILITIES & NET ASSETS		
Liabilities		
Current Liabilities		
Accounts Payable		
2000 · Accounts Payable	26,067.82	0.00
Total Accounts Payable	26,067.82	0.00
Other Current Liabilities		
2110 · Deferred Dues		
2115 · Provider Dues	99,608.76	104,112.77
2120 · Affiliate Dues	1,498.11	851.19
Total 2110 · Deferred Dues	101,106.87	104,963.96
2360 · Payable to HCAW PAC	2,727.00	180.00
Total Other Current Liabilities	103,833.87	105,143.96
Total Current Liabilities	129,901.69	105,143.96
Total Liabilities	129,901.69	105,143.96
Net Assets		
3000 · Unrestricted Net Assets	218,098.26	224,935.02
Net Income	19,446.24	-6,836.76
Total Net Assets	237,544.50	218,098.26
TOTAL LIABILITIES & NET ASSETS	**367,446.19**	**323,242.22**

Home Care Association of Washington
Budget vs. Actual Performance
July 2019

	Jul 19	Budget	$ Over Budget	Notes
Ordinary Income/Expense				
Income				
4000 · Provider Dues	16,601.46	17,916.67	-1,315.21	
4010 · Affiliate Dues	249.68	333.33	-83.65	
4240 · Job Target/Career Board	0.00	104.17	-104.17	
4250 · Newsletter Ads/Subscriptions	0.00	41.67	-41.67	
4285 · Affiliate Sponsor	0.00	625.00	-625.00	
4385 · Website Advertising	0.00	62.50	-62.50	
5000 · Interest & Dividends	21.04	0.00	21.04	
Total Income	16,872.18	19,083.34	-2,211.16	
Expense				
7000 · Management/Facilities/Staff/Equ	12,083.33	12,083.33	0.00	
7010 · Service Charge Expense	21.50	300.63	-279.13	
7020 · Staff Travel	0.00	50.00	-50.00	
7130 · Lobbyist/Legislative Consultant	3,700.00	3,700.00	0.00	
7150 · Lobbyist Expenses	0.00	145.83	-145.83	
7180 · Clinical Director	581.25	2,083.33	-1,502.08	
7190 · Clinical Director Expenses	0.00	125.00	-125.00	
7195 · Policy & Advocacy	125.00	125.00	0.00	
7230 · Insurance	108.33	250.00	-141.67	
7240 · Office Supplies/Equipment	0.00	62.50	-62.50	
7250 · Printing/Stationery	0.00	83.33	-83.33	
7260 · Photocopies	0.00	41.67	-41.67	
7270 · Telephone	60.00	60.00	0.00	
7290 · Tech. Dev/Maint/Website	210.61	416.67	-206.06	
7310 · Postage	0.00	62.50	-62.50	
7370 · NAHC Dues/Other Memberships	0.00	125.00	-125.00	
7400 · Membership Certificates	0.00	20.83	-20.83	
7450 · Committee & Task Force Support	0.00	125.00	-125.00	
7520 · Board Meetings Expense	0.00	250.00	-250.00	
7530 · President's Travel Expense	0.00	83.33	-83.33	
7600 · Unallocated Contingency	0.00	41.67	-41.67	
7900 · Workshops/Seminar Expense				
7920 · Technology	360.00	300.00	60.00	
7940 · Other Workshops/Seminar Expense	0.00	291.67	-291.67	
Total 7900 · Workshops/Seminar Expense	360.00	591.67	-231.67	
Total Expense	17,250.02	20,827.29	-3,577.27	
Net Ordinary Income	-377.84	-1,743.95	1,366.11	
Other Income/Expense				
Other Income				
9000 · Baird Change in Market Value	3,109.47			
9100 · Baird Income and Distributions	128.98			
Total Other Income	3,238.45			
Net Other Income	3,238.45			

Home Care Association of Washington
Budget vs. Actual Performance
July 2019

	Jul 19	Budget	$ Over Budget	Notes
Net Income	**2,860.61**	**-1,743.95**	**4,604.56**	

Home Care Association of Washington
Statement of Activities
July 2019

	July 19	July 18
Ordinary Income/Expense		
Income		
4000 · Provider Dues	16,601.46	19,354.25
4010 · Affiliate Dues	249.68	287.80
4100 · Annual Meeting/Conv - Spring	0.00	2,020.00
4200 · Workshops/Seminars	0.00	7,346.00
5000 · Interest & Dividends	21.04	20.74
Total Income	16,872.18	29,028.79
Expense		
7000 · Management/Facilities/Staff/Equ	12,083.33	12,083.33
7010 · Service Charge Expense	21.50	280.67
7130 · Lobbyist/Legislative Consultant	3,700.00	3,200.00
7180 · Clinical Director	581.25	0.00
7195 · Policy & Advocacy	125.00	0.00
7230 · Insurance	108.33	103.14
7240 · Office Supplies/Equipment	0.00	478.25
7250 · Printing/Stationery	0.00	98.86
7270 · Telephone	60.00	0.00
7290 · Tech. Dev/Maint/Website	210.61	0.00
7310 · Postage	0.00	71.39
7900 · Workshops/Seminar Expense		
7910 · Speaker	0.00	5,000.00
7915 · Food and Beverage	0.00	84.64
7920 · Technology	360.00	360.00
7925 · Hand Outs	0.00	1,922.06
7930 · Lodging & Transportation	0.00	816.43
Total 7900 · Workshops/Seminar Expense	360.00	8,183.13
Total Expense	17,250.02	24,498.77
Net Ordinary Income	-377.84	4,530.02
Other Income/Expense		
Other Income		
9000 · Baird Change in Market Value	3,109.47	1,016.77
9100 · Baird Income and Distributions	128.98	203.56
Total Other Income	3,238.45	1,220.33
Net Other Income	3,238.45	1,220.33
Net Income	**2,860.61**	**5,750.35**

Home Care Association of Washington
Statement of Activities
For the Month Ended August 31, 2019 and 2018

	Aug 19	Aug 18
Ordinary Income/Expense		
Income		
4000 · Provider Dues	16,601.46	19,414.75
4010 · Affiliate Dues	249.68	317.68
4200 · Workshops/Seminars	0.00	5,838.70
5000 · Interest & Dividends	17.41	24.01
Total Income	16,868.55	25,595.14
Expense		
7000 · Management/Facilities/Staff/Equ	12,083.33	13,783.33
7010 · Service Charge Expense	21.50	72.35
7020 · Staff Travel	0.00	53.03
7130 · Lobbyist/Legislative Consultant	3,700.00	3,200.00
7150 · Lobbyist Expenses	425.67	384.86
7180 · Clinical Director	1,631.25	900.00
7195 · Policy & Advocacy	2,625.00	0.00
7230 · Insurance	108.33	103.14
7260 · Photocopies	0.00	8.90
7270 · Telephone	60.00	60.00
7290 · Tech. Dev/Maint/Website	210.61	334.20
7310 · Postage	0.00	381.62
7560 · Taxes	10.00	0.00
7580 · Miscellaneous	0.00	10.00
7900 · Workshops/Seminar Expense		
7920 · Technology	360.00	360.00
7900 · Workshops/Seminar Expense - Other	0.00	3,000.00
Total 7900 · Workshops/Seminar Expense	360.00	3,360.00
Total Expense	21,235.69	22,651.43
Net Ordinary Income	-4,367.14	2,943.71
Other Income/Expense		
Other Income		
9000 · Baird Change in Market Value	-8.24	1,922.68
9100 · Baird Income and Distributions	367.43	355.43
Total Other Income	359.19	2,278.11
Net Other Income	359.19	2,278.11
Net Income	**-4,007.95**	**5,221.82**

Home Care Association of Washington
Statement of Financial Position
As of August 31, 2019 and 2018

	Aug 31, 19	Aug 31, 18
ASSETS		
Current Assets		
Checking/Savings		
1000 · PCB Checking 0944	71,251.23	19,975.41
1010 · PCB Money Mkt	95,615.38	139,373.69
1020 · Baird Cash and Equivalents	30,914.17	31,926.05
1030 · Bairds Investment Assets	105,168.62	100,691.26
1050 · Paypal	1,242.45	1,000.05
Total Checking/Savings	304,191.85	292,966.46
Accounts Receivable		
1200 · Accounts Receivable	12,875.00	1,107.00
Total Accounts Receivable	12,875.00	1,107.00
Other Current Assets		
1300 · Prepaid Expenses	500.00	16,283.33
1310 · Prepaid Insurance	1,473.37	103.46
1375 · Prepaid Workshop Expenses	1,080.00	1,080.00
Total Other Current Assets	3,053.37	17,466.79
Total Current Assets	320,120.22	311,540.25
TOTAL ASSETS	**320,120.22**	**311,540.25**
LIABILITIES & NET ASSETS		
Liabilities		
Current Liabilities		
Accounts Payable		
2000 · Accounts Payable	14,691.47	3,110.09
Total Accounts Payable	14,691.47	3,110.09
Other Current Liabilities		
2110 · Deferred Dues		
2115 · Provider Dues	66,405.84	77,659.02
2120 · Affiliate Dues	998.75	1,270.71
Total 2110 · Deferred Dues	67,404.59	78,929.73
2360 · Payable to HCAW PAC	1,627.00	430.00
Total Other Current Liabilities	69,031.59	79,359.73
Total Current Liabilities	83,723.06	82,469.82
Total Liabilities	83,723.06	82,469.82
Net Assets		
3000 · Unrestricted Net Assets	237,544.50	218,098.26
Net Income	-1,147.34	10,972.17
Total Net Assets	236,397.16	229,070.43
TOTAL LIABILITIES & NET ASSETS	**320,120.22**	**311,540.25**

Home Care Association of Washington
Actual vs. Budget Performance
For the Month and Two Months Ended August 2019

	Aug 19	Budget	$ Over Budget	Jul - Aug 19	YTD Budget	$ Over Budget	Notes
Ordinary Income/Expense							
Income							
4000 · Provider Dues	16,601.46	17,916.67	-1,315.21	33,202.92	35,833.34	-2,630.42	
4010 · Affiliate Dues	249.68	333.33	-83.65	499.36	666.66	-167.30	
4100 · Annual Meeting/Conv - Spring	0.00	0.00	0.00	0.00	0.00	0.00	
4110 · Conf Trade Show Booth	0.00	0.00	0.00	0.00	0.00	0.00	
4200 · Workshops/Seminars	0.00	0.00	0.00	0.00	0.00	0.00	
4240 · Job Target/Career Board	0.00	104.17	-104.17	0.00	208.34	-208.34	
4250 · Newsletter Ads/Subscriptions	0.00	41.67	-41.67	0.00	83.34	-83.34	
4280 · Sponsorships/Endorsements/Rebat	0.00	0.00	0.00	0.00	0.00	0.00	
4285 · Affiliate Sponsor	0.00	625.00	-625.00	0.00	1,250.00	-1,250.00	
4310 · OCS OASIS Partnership	0.00	0.00	0.00	0.00	0.00	0.00	
4385 · Website Advertising	0.00	62.50	-62.50	0.00	125.00	-125.00	
5000 · Interest & Dividends	17.41	0.00	17.41	38.45	0.00	38.45	
Total Income	16,868.55	19,083.34	-2,214.79	33,740.73	38,166.68	-4,425.95	
Expense							
7000 · Management/Facilities/Staff/Equ	12,083.33	12,083.33	0.00	24,166.66	24,166.66	0.00	
7010 · Service Charge Expense	21.50	300.63	-279.13	43.00	601.26	-558.26	
7020 · Staff Travel	0.00	50.00	-50.00	0.00	100.00	-100.00	
7130 · Lobbyist/Legislative Consultant	3,700.00	3,700.00	0.00	7,400.00	7,400.00	0.00	
7150 · Lobbyist Expenses	425.67	145.83	279.84	425.67	291.66	134.01	
7180 · Clinical Director	1,631.25	2,083.33	-452.08	2,212.50	4,166.66	-1,954.16	
7190 · Clinical Director Expenses	0.00	125.00	-125.00	0.00	250.00	-250.00	
7195 · Policy & Advocacy	2,625.00	125.00	2,500.00	2,750.00	250.00	2,500.00	
7230 · Insurance	108.33	250.00	-141.67	216.66	500.00	-283.34	
7240 · Office Supplies/Equipment	0.00	62.50	-62.50	0.00	125.00	-125.00	
7250 · Printing/Stationery	0.00	83.33	-83.33	0.00	166.66	-166.66	
7260 · Photocopies	0.00	41.67	-41.67	0.00	83.34	-83.34	
7270 · Telephone	60.00	60.00	0.00	120.00	120.00	0.00	
7290 · Tech. Dev/Maint/Website	210.61	416.67	-206.06	421.22	833.34	-412.12	
7310 · Postage	0.00	62.50	-62.50	0.00	125.00	-125.00	
7370 · NAHC Dues/Other Memberships	0.00	125.00	-125.00	0.00	250.00	-250.00	
7400 · Membership Certificates	0.00	20.83	-20.83	0.00	41.66	-41.66	
7450 · Committee & Task Force Support	0.00	125.00	-125.00	0.00	250.00	-250.00	
7520 · Board Meetings Expense	0.00	250.00	-250.00	0.00	500.00	-500.00	

Home Care Association of Washington
Actual vs. Budget Performance
For the Month and Two Months Ended August 2019

	Aug 19	Budget	$ Over Budget	Jul - Aug 19	YTD Budget	$ Over Budget	Notes
7530 · President's Travel Expense	0.00	83.33	-83.33	0.00	166.66	-166.66	
7540 · Strategic Planning	0.00	0.00	0.00	0.00	0.00	0.00	
7560 · Taxes	10.00	0.00	10.00	10.00	0.00	10.00	
7600 · Unallocated Contingency	0.00	41.67	-41.67	0.00	83.34	-83.34	
7700 · Annual Mtg/Convention Spring							
7710 · Speaker	0.00	0.00	0.00	0.00	0.00	0.00	
7715 · Food and Beverage	0.00	0.00	0.00	0.00	0.00	0.00	
7720 · Technology	0.00	0.00	0.00	0.00	0.00	0.00	
7725 · Hand Outs	0.00	0.00	0.00	0.00	0.00	0.00	
7730 · Lodging	0.00	0.00	0.00	0.00	0.00	0.00	
7740 · Travel	0.00	0.00	0.00	0.00	0.00	0.00	
Total 7700 · Annual Mtg/Convention Spring	0.00	0.00	0.00	0.00	0.00	0.00	
7900 · Workshops/Seminar Expense							
7910 · Speaker	0.00	0.00	0.00	0.00	0.00	0.00	
7915 · Food and Beverage	0.00	0.00	0.00	0.00	0.00	0.00	
7920 · Technology	360.00	300.00	60.00	720.00	600.00	120.00	
7925 · Hand Outs	0.00	0.00	0.00	0.00	0.00	0.00	
7930 · Lodging & Transportation	0.00	0.00	0.00	0.00	0.00	0.00	
7940 · Other Workshops/Seminar Expense	0.00	291.67	-291.67	0.00	583.34	-583.34	
7900 · Workshops/Seminar Expense - Other	0.00	0.00	0.00	0.00	0.00	0.00	
Total 7900 · Workshops/Seminar Expense	360.00	591.67	-231.67	720.00	1,183.34	-463.34	
Total Expense	21,235.69	20,827.29	408.40	38,485.71	41,654.58	-3,168.87	
Net Ordinary Income	-4,367.14	-1,743.95	-2,623.19	-4,744.98	-3,487.90	-1,257.08	
Other Income/Expense							
Other Income							
9000 · Baird Change in Market Value	-8.24			3,101.23			
9100 · Baird Income and Distributions	367.43			496.41			
Total Other Income	359.19			3,597.64			
Net Other Income	359.19			3,597.64			
Net Income	**-4,007.95**			**-1,147.34**			

Home Care Association of Washington
Statement of Activities
For the Month Ended September 30, 2019 and 2018

	Sep 19	Sep 18
Ordinary Income/Expense		
Income		
4000 · Provider Dues	18,006.40	19,414.75
4010 · Affiliate Dues	249.68	317.68
4200 · Workshops/Seminars	8,150.00	169.00
5000 · Interest & Dividends	15.30	23.05
Total Income	26,421.38	19,924.48
Expense		
7000 · Management/Facilities/Staff/Equ	12,083.33	12,083.33
7010 · Service Charge Expense	21.50	160.60
7020 · Staff Travel	70.53	0.00
7130 · Lobbyist/Legislative Consultant	3,700.00	3,200.00
7150 · Lobbyist Expenses	0.00	114.45
7180 · Clinical Director	1,218.75	802.50
7195 · Policy & Advocacy	125.00	0.00
7230 · Insurance	108.33	103.46
7240 · Office Supplies/Equipment	0.00	108.96
7250 · Printing/Stationery	0.00	109.40
7270 · Telephone	60.00	60.00
7290 · Tech. Dev/Maint/Website	210.61	226.61
7310 · Postage	0.00	39.74
7540 · Strategic Planning	4,258.56	1,000.00
7900 · Workshops/Seminar Expense		
7920 · Technology	360.00	360.00
Total 7900 · Workshops/Seminar Expense	360.00	360.00
Total Expense	22,216.61	18,369.05
Net Ordinary Income	4,204.77	1,555.43
Other Income/Expense		
Other Income		
9000 · Baird Change in Market Value	1,434.88	-58.25
9100 · Baird Income and Distributions	452.67	301.37
Total Other Income	1,887.55	243.12
Net Other Income	1,887.55	243.12
Net Income	**6,092.32**	**1,798.55**

Home Care Association of Washington
Statement of Financial Position
As of September 30, 2019 and 2018

	Sep 30, 19	Sep 30, 18
ASSETS		
Current Assets		
Checking/Savings		
1000 · PCB Checking 0944	75,701.44	9,263.11
1010 · PCB Money Mkt	95,630.05	139,396.60
1020 · Baird Cash and Equivalents	31,303.03	24,390.60
1030 · Bairds Investment Assets	106,667.31	108,469.83
1050 · Paypal	1,242.45	4,241.35
Total Checking/Savings	310,544.28	285,761.49
Accounts Receivable		
1200 · Accounts Receivable	12,875.00	582.00
Total Accounts Receivable	12,875.00	582.00
Other Current Assets		
1300 · Prepaid Expenses	4,075.00	3,200.00
1310 · Prepaid Insurance	1,365.04	1,300.00
1350 · Prepaid Annual Meeting Expenses		
1355 · Prepaid Annual Mtg Speaker	0.00	2,500.00
Total 1350 · Prepaid Annual Meeting Expenses	0.00	2,500.00
1375 · Prepaid Workshop Expenses	720.00	720.00
Total Other Current Assets	6,160.04	7,720.00
Total Current Assets	329,579.32	294,063.49
TOTAL ASSETS	**329,579.32**	**294,063.49**
LIABILITIES & NET ASSETS		
Liabilities		
Current Liabilities		
Accounts Payable		
2000 · Accounts Payable	30,536.33	1,347.21
Total Accounts Payable	30,536.33	1,347.21
Other Current Liabilities		
2110 · Deferred Dues		
2115 · Provider Dues	54,019.44	58,244.27
2120 · Affiliate Dues	749.07	953.03
Total 2110 · Deferred Dues	54,768.51	59,197.30
2175 · Deferred Workshop Income	0.00	2,650.00
2360 · Payable to HCAW PAC	1,785.00	0.00
Total Other Current Liabilities	56,553.51	61,847.30
Total Current Liabilities	87,089.84	63,194.51
Total Liabilities	87,089.84	63,194.51
Net Assets		
3000 · Unrestricted Net Assets	237,544.50	218,098.26
Net Income	4,944.98	12,770.72
Total Net Assets	242,489.48	230,868.98
TOTAL LIABILITIES & NET ASSETS	**329,579.32**	**294,063.49**

Home Care Association of Washington
Actual vs. Budget Performance
For the Month and Three Months Ended September 2019

	Sep 19	Budget	$ Over Budget	Jul - Sep 19	YTD Budget	$ Over Budget	Notes
Ordinary Income/Expense							
Income							
4000 · Provider Dues	18,006.40	17,916.67	89.73	51,209.32	53,750.01	-2,540.69	
4010 · Affiliate Dues	249.68	333.33	-83.65	749.04	999.99	-250.95	
4100 · Annual Meeting/Conv - Spring	0.00	0.00	0.00	0.00	0.00	0.00	
4110 · Conf Trade Show Booth	0.00	0.00	0.00	0.00	0.00	0.00	
4200 · Workshops/Seminars	8,150.00	0.00	8,150.00	8,150.00	0.00	8,150.00	
4240 · Job Target/Career Board	0.00	104.17	-104.17	0.00	312.51	-312.51	
4250 · Newsletter Ads/Subscriptions	0.00	41.67	-41.67	0.00	125.01	-125.01	
4285 · Affiliate Sponsor	0.00	625.00	-625.00	0.00	1,875.00	-1,875.00	
4310 · OCS OASIS Partnership	0.00	1,500.00	-1,500.00	0.00	1,500.00	-1,500.00	
4385 · Website Advertising	0.00	62.50	-62.50	0.00	187.50	-187.50	
5000 · Interest & Dividends	15.30	0.00	15.30	53.75	0.00	53.75	
Total Income	26,421.38	20,583.34	5,838.04	60,162.11	58,750.02	1,412.09	
Expense							
7000 · Management/Facilities/Staff/Equ	12,083.33	12,083.33	0.00	36,249.99	36,249.99	0.00	
7010 · Service Charge Expense	21.50	300.63	-279.13	64.50	901.89	-837.39	
7020 · Staff Travel	70.53	100.00	-29.47	70.53	200.00	-129.47	
7130 · Lobbyist/Legislative Consultant	3,700.00	3,700.00	0.00	11,100.00	11,100.00	0.00	
7150 · Lobbyist Expenses	0.00	145.83	-145.83	425.67	437.49	-11.82	
7180 · Clinical Director	1,218.75	2,083.33	-864.58	3,431.25	6,249.99	-2,818.74	
7190 · Clinical Director Expenses	0.00	125.00	-125.00	0.00	375.00	-375.00	
7195 · Policy & Advocacy	125.00	125.00	0.00	2,875.00	375.00	2,500.00	
7230 · Insurance	108.33	250.00	-141.67	324.99	750.00	-425.01	
7240 · Office Supplies/Equipment	0.00	62.50	-62.50	0.00	187.50	-187.50	
7250 · Printing/Stationery	0.00	83.33	-83.33	0.00	249.99	-249.99	
7260 · Photocopies	0.00	41.67	-41.67	0.00	125.01	-125.01	
7270 · Telephone	60.00	60.00	0.00	180.00	180.00	0.00	
7290 · Tech. Dev/Maint/Website	210.61	416.67	-206.06	631.83	1,250.01	-618.18	
7310 · Postage	0.00	62.50	-62.50	0.00	187.50	-187.50	
7370 · NAHC Dues/Other Memberships	0.00	125.00	-125.00	0.00	375.00	-375.00	
7400 · Membership Certificates	0.00	20.83	-20.83	0.00	62.49	-62.49	
7450 · Committee & Task Force Support	0.00	125.00	-125.00	0.00	375.00	-375.00	
7520 · Board Meetings Expense	0.00	250.00	-250.00	0.00	750.00	-750.00	
7530 · President's Travel Expense	0.00	83.33	-83.33	0.00	249.99	-249.99	
7540 · Strategic Planning	4,258.56	6,000.00	-1,741.44	4,258.56	6,000.00	-1,741.44	
7560 · Taxes	0.00	0.00	0.00	10.00	0.00	10.00	
7600 · Unallocated Contingency	0.00	41.67	-41.67	0.00	125.01	-125.01	
7700 · Annual Mtg/Convention Spring							
7710 · Speaker	0.00	0.00	0.00	0.00	0.00	0.00	
7715 · Food and Beverage	0.00	0.00	0.00	0.00	0.00	0.00	
7720 · Technology	0.00	0.00	0.00	0.00	0.00	0.00	
7725 · Hand Outs	0.00	0.00	0.00	0.00	0.00	0.00	
7730 · Lodging	0.00	0.00	0.00	0.00	0.00	0.00	
7740 · Travel	0.00	0.00	0.00	0.00	0.00	0.00	
Total 7700 · Annual Mtg/Convention Spring	0.00	0.00	0.00	0.00	0.00	0.00	

Home Care Association of Washington
Actual vs. Budget Performance
For the Month and Three Months Ended September 2019

	Sep 19	Budget	$ Over Budget	Jul - Sep 19	YTD Budget	$ Over Budget	Notes
7900 · Workshops/Seminar Expense							
7910 · Speaker	0.00	0.00	0.00	0.00	0.00	0.00	
7915 · Food and Beverage	0.00	0.00	0.00	0.00	0.00	0.00	
7920 · Technology	360.00	300.00	60.00	1,080.00	900.00	180.00	
7925 · Hand Outs	0.00	0.00	0.00	0.00	0.00	0.00	
7930 · Lodging & Transportation	0.00	0.00	0.00	0.00	0.00	0.00	
7940 · Other Workshops/Seminar Expense	0.00	291.67	-291.67	0.00	875.01	-875.01	
Total 7900 · Workshops/Seminar Expense	360.00	591.67	-231.67	1,080.00	1,775.01	-695.01	
Total Expense	22,216.61	26,877.29	-4,660.68	60,702.32	68,531.87	-7,829.55	
Net Ordinary Income	4,204.77	-6,293.95	10,498.72	-540.21	-9,781.85	9,241.64	
Other Income/Expense							
Other Income							
9000 · Baird Change in Market Value	1,434.88			4,536.11			
9100 · Baird Income and Distributions	452.67			949.08			
Total Other Income	1,887.55			5,485.19			
Net Other Income	1,887.55			5,485.19			
Net Income	**6,092.32**			**4,944.98**			

Form **990**

Department of the Treasury
Internal Revenue Service

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

► **Do not enter social security numbers on this form as it may be made public.**

► **Go to *www.irs.gov/Form990* for instructions and the latest information.**

OMB No. 1545-0047

2018

Open to Public Inspection

A For the 2018 calendar year, or tax year beginning 07/01 , 2018, and ending 06/30 , 20 19

B Check if applicable:
- ☑ Address change
- ☐ Name change
- ☐ Initial return
- ☐ Final return/terminated
- ☐ Amended return
- ☐ Application pending

C Name of organization: HOME CARE ASSOCIATION OF WASHINGTON

Doing business as:

Number and street (or P.O. box if mail is not delivered to street address): 2311 N 45th St Box 337

Room/suite:

City or town, state or province, country, and ZIP or foreign postal code: Seattle, WA, 98103

D Employer identification number: 91-1102450

E Telephone number: 425-775-8120

G Gross receipts $: 299,571

F Name and address of principal officer: Marilou Church
2311 N 45th St 337, Seattle, WA 98103

H(a) Is this a group return for subordinates? ☐ Yes ☑ No

H(b) Are all subordinates included? ☐ Yes ☐ No
If "No," attach a list. (see instructions)

H(c) Group exemption number ►

I Tax-exempt status: ☐ 501(c)(3) ☑ 501(c) (6) ◄ (insert no.) ☐ 4947(a)(1) or ☐ 527

J Website: ► hcaw.org

K Form of organization: ☑ Corporation ☐ Trust ☐ Association ☐ Other ►

L Year of formation: 1968

M State of legal domicile: WA

Part I Summary

Activities & Governance

1 Briefly describe the organization's mission or most significant activities: To promote the long term growth and sustainability of in-home services in Washington State. HCAW provides leadership for consumers by unifying in-home providers through public outreach, education, legislative advocacy and supporting practice standards.

2 Check this box ► ☐ if the organization discontinued its operations or disposed of more than 25% of its net assets.

3	Number of voting members of the governing body (Part VI, line 1a)	3	10
4	Number of independent voting members of the governing body (Part VI, line 1b)	4	10
5	Total number of individuals employed in calendar year 2018 (Part V, line 2a)	5	0
6	Total number of volunteers (estimate if necessary)	6	11
7a	Total unrelated business revenue from Part VIII, column (C), line 12	7a	476
b	Net unrelated business taxable income from Form 990-T, line 38	7b	0

Revenue

		Prior Year	Current Year
8	Contributions and grants (Part VIII, line 1h)	193,416	201,854
9	Program service revenue (Part VIII, line 2g)	124,212	92,568
10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	170	4,673
11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	3,765	476
12	Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	321,563	299,571

Expenses

13	Grants and similar amounts paid (Part IX, column (A), lines 1–3)		0
14	Benefits paid to or for members (Part IX, column (A), line 4)		0
15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)	76,800	0
16a	Professional fundraising fees (Part IX, column (A), line 11e)		0
b	Total fundraising expenses (Part IX, column (D), line 25) ► 0		
17	Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)	251,600	277,966
18	Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25)	328,400	277,966
19	Revenue less expenses. Subtract line 18 from line 12	-6,837	21,605

Net Assets or Fund Balances

		Beginning of Current Year	End of Year
20	Total assets (Part X, line 16)	323,243	368,553
21	Total liabilities (Part X, line 26)	105,145	129,902
22	Net assets or fund balances. Subtract line 21 from line 20	218,098	238,651

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here

Signature of officer — Date

Marilou Church, President
Type or print name and title

Paid Preparer Use Only

Print/Type preparer's name	Preparer's signature	Date	Check ☑ if self-employed	PTIN
Leah Scott				P01971470

Firm's name ► Leah Scott CPA — Firm's EIN ► 81-3283236

Firm's address ► 7410 137th St Ct E, Puyallup, WA 98373 — Phone no. 253-380-1877

May the IRS discuss this return with the preparer shown above? (see instructions) ☑ Yes ☐ No

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Part III **Statement of Program Service Accomplishments**

Check if Schedule O contains a response or note to any line in this Part III . . . . . ☐

1 Briefly describe the organization's mission:

To promote the long term growth and sustainability of in-home services in Washington State. HCAW provides leadership for consumers by unifying in-home providers through public outreach, education, legislative advocacy and supporting practice standards.

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? . . . . . ☐ Yes ☑ No

If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? . . . . . ☐ Yes ☑ No

If "Yes," describe these changes on Schedule O.

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code:) (Expenses $ including grants of $) (Revenue $)

Professional conferences and meetings

4b (Code:) (Expenses $ including grants of $) (Revenue $)

Workshops and Education

4c (Code:) (Expenses $ including grants of $) (Revenue $)

Professional Affairs

4d Other program services (Describe in Schedule O.)

(Expenses $ 0 including grants of $ 0) (Revenue $ 0)

4e Total program service expenses ▶ 0

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Part IV Checklist of Required Schedules

			Yes	No
1	Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? *If "Yes," complete Schedule A*	1		✔
2	Is the organization required to complete *Schedule B, Schedule of Contributors* (see instructions)?	2		✔
3	Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? *If "Yes," complete Schedule C, Part I*	3		✔
4	**Section 501(c)(3) organizations.** Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? *If "Yes," complete Schedule C, Part II*	4		
5	Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? *If "Yes," complete Schedule C, Part III*	5	✔	
6	Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? *If "Yes," complete Schedule D, Part I*	6		✔
7	Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? *If "Yes," complete Schedule D, Part II*	7		✔
8	Did the organization maintain collections of works of art, historical treasures, or other similar assets? *If "Yes," complete Schedule D, Part III*	8		✔
9	Did the organization report an amount in Part X, line 21, for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? *If "Yes," complete Schedule D, Part IV*	9		✔
10	Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? *If "Yes," complete Schedule D, Part V*	10		✔
11	If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable.			
a	Did the organization report an amount for land, buildings, and equipment in Part X, line 10? *If "Yes," complete Schedule D, Part VI*	11a		✔
b	Did the organization report an amount for investments—other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? *If "Yes," complete Schedule D, Part VII*	11b		✔
c	Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? *If "Yes," complete Schedule D, Part VIII*	11c		✔
d	Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? *If "Yes," complete Schedule D, Part IX*	11d		✔
e	Did the organization report an amount for other liabilities in Part X, line 25? *If "Yes," complete Schedule D, Part X*	11e		✔
f	Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? *If "Yes," complete Schedule D, Part X*	11f		✔
12a	Did the organization obtain separate, independent audited financial statements for the tax year? *If "Yes," complete Schedule D, Parts XI and XII*	12a		✔
b	Was the organization included in consolidated, independent audited financial statements for the tax year? *If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional*	12b		✔
13	Is the organization a school described in section 170(b)(1)(A)(ii)? *If "Yes," complete Schedule E*	13		✔
14a	Did the organization maintain an office, employees, or agents outside of the United States?	14a		✔
b	Did the organization have aggregate revenues or expenses of more than $10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at $100,000 or more? *If "Yes," complete Schedule F, Parts I and IV*	14b		✔
15	Did the organization report on Part IX, column (A), line 3, more than $5,000 of grants or other assistance to or for any foreign organization? *If "Yes," complete Schedule F, Parts II and IV*	15		✔
16	Did the organization report on Part IX, column (A), line 3, more than $5,000 of aggregate grants or other assistance to or for foreign individuals? *If "Yes," complete Schedule F, Parts III and IV*	16		✔
17	Did the organization report a total of more than $15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? *If "Yes," complete Schedule G, Part I* (see instructions)	17		✔
18	Did the organization report more than $15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? *If "Yes," complete Schedule G, Part II*	18		✔
19	Did the organization report more than $15,000 of gross income from gaming activities on Part VIII, line 9a? *If "Yes," complete Schedule G, Part III*	19		✔
20 a	Did the organization operate one or more hospital facilities? *If "Yes," complete Schedule H*	20a		✔
b	If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	20b		
21	Did the organization report more than $5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? *If "Yes," complete Schedule I, Parts I and II*	21		✔

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Part IV Checklist of Required Schedules *(continued)*

			Yes	No
22	Did the organization report more than $5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? *If "Yes," complete Schedule I, Parts I and III*	22		✔
23	Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? *If "Yes," complete Schedule J*	23		✔
24a	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than $100,000 as of the last day of the year, that was issued after December 31, 2002? *If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a*	24a		✔
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b		
c	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c		
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d		
25a	**Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations.** Did the organization engage in an excess benefit transaction with a disqualified person during the year? *If "Yes," complete Schedule L, Part I*	25a		
b	Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? *If "Yes," complete Schedule L, Part I*	25b		
26	Did the organization report any amount on Part X, line 5, 6, or 22 for receivables from or payables to any current or former officers, directors, trustees, key employees, highest compensated employees, or disqualified persons? *If "Yes," complete Schedule L, Part II*	26		✔
27	Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? *If "Yes," complete Schedule L, Part III*	27		✔
28	Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions):			
a	A current or former officer, director, trustee, or key employee? *If "Yes," complete Schedule L, Part IV*	28a		✔
b	A family member of a current or former officer, director, trustee, or key employee? *If "Yes," complete Schedule L, Part IV*	28b		✔
c	An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? *If "Yes," complete Schedule L, Part IV*	28c		✔
29	Did the organization receive more than $25,000 in non-cash contributions? *If "Yes," complete Schedule M*	29		✔
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? *If "Yes," complete Schedule M*	30		✔
31	Did the organization liquidate, terminate, or dissolve and cease operations? *If "Yes," complete Schedule N, Part I*	31		✔
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? *If "Yes," complete Schedule N, Part II*	32		✔
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? *If "Yes," complete Schedule R, Part I*	33		✔
34	Was the organization related to any tax-exempt or taxable entity? *If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1*	34		✔
35a	Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a		✔
b	If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? *If "Yes," complete Schedule R, Part V, line 2*	35b		
36	**Section 501(c)(3) organizations.** Did the organization make any transfers to an exempt non-charitable related organization? *If "Yes," complete Schedule R, Part V, line 2*	36		
37	Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? *If "Yes," complete Schedule R, Part VI*	37		✔
38	Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? **Note.** All Form 990 filers are required to complete Schedule O.	38	✔	

Part V Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response or note to any line in this Part V ☐

				Yes	No
1a	Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable	1a	3		
b	Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable	1b	0		
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	1c		✔	

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Part V **Statements Regarding Other IRS Filings and Tax Compliance** *(continued)*

			Yes	No
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return 2a 0			
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns?	2b		
	Note. If the sum of lines 1a and 2a is greater than 250, you may be required to *e-file* (see instructions)			
3a	Did the organization have unrelated business gross income of $1,000 or more during the year?	3a		✔
b	If "Yes," has it filed a Form 990-T for this year? *If "No" to line 3b, provide an explanation in Schedule O*	3b		
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	4a		✔
b	If "Yes," enter the name of the foreign country: ▶ ---------- See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).			
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	5a		✔
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5b		✔
c	If "Yes" to line 5a or 5b, did the organization file Form 8886-T?	5c		
6a	Does the organization have annual gross receipts that are normally greater than $100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?	6a		✔
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	6b		
7	**Organizations that may receive deductible contributions under section 170(c).**			
a	Did the organization receive a payment in excess of $75 made partly as a contribution and partly for goods and services provided to the payor?	7a		
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b		
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	7c		
d	If "Yes," indicate the number of Forms 8282 filed during the year 7d			
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	7e		
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	7f		
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	7g		
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	7h		
8	**Sponsoring organizations maintaining donor advised funds.** Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?	8		
9	**Sponsoring organizations maintaining donor advised funds.**			
a	Did the sponsoring organization make any taxable distributions under section 4966?	9a		
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?	9b		
10	**Section 501(c)(7) organizations.** Enter:			
a	Initiation fees and capital contributions included on Part VIII, line 12 10a			
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities 10b			
11	**Section 501(c)(12) organizations.** Enter:			
a	Gross income from members or shareholders 11a			
b	Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them.) 11b			
12a	**Section 4947(a)(1) non-exempt charitable trusts.** Is the organization filing Form 990 in lieu of Form 1041?	12a		
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year 12b			
13	**Section 501(c)(29) qualified nonprofit health insurance issuers.**			
a	Is the organization licensed to issue qualified health plans in more than one state?	13a		
	Note. See the instructions for additional information the organization must report on Schedule O.			
b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans 13b			
c	Enter the amount of reserves on hand 13c			
14a	Did the organization receive any payments for indoor tanning services during the tax year?	14a		✔
b	If "Yes," has it filed a Form 720 to report these payments? *If "No," provide an explanation in Schedule O*	14b		
15	Is the organization subject to the section 4960 tax on payment(s) of more than $1,000,000 in remuneration or excess parachute payment(s) during the year? If "Yes," see instructions and file Form 4720, Schedule N.	15		✔
16	Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O.	16		✔

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Part VI **Governance, Management, and Disclosure** *For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions.*

Check if Schedule O contains a response or note to any line in this Part VI . . . . . ☑

Section A. Governing Body and Management

				Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year . .	1a	10		
	If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O.				
b	Enter the number of voting members included in line 1a, above, who are independent .	1b	10		
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?	2			✔
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, or trustees, or key employees to a management company or other person? .	3		✔	
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?	4			✔
5	Did the organization become aware during the year of a significant diversion of the organization's assets? .	5			✔
6	Did the organization have members or stockholders?	6		✔	
7a	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?	7a		✔	
b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?	7b		✔	
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:				
a	The governing body?	8a		✔	
b	Each committee with authority to act on behalf of the governing body?	8b		✔	
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? *If "Yes," provide the names and addresses in Schedule O*	9			✔

Section B. Policies *(This Section B requests information about policies not required by the Internal Revenue Code.)*

			Yes	No
10a	Did the organization have local chapters, branches, or affiliates?	10a		✔
b	If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?	10b		
11a	Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	11a	✔	
b	Describe in Schedule O the process, if any, used by the organization to review this Form 990.			
12a	Did the organization have a written conflict of interest policy? *If "No," go to line 13*	12a	✔	
b	Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	12b	✔	
c	Did the organization regularly and consistently monitor and enforce compliance with the policy? *If "Yes," describe in Schedule O how this was done*	12c	✔	
13	Did the organization have a written whistleblower policy?	13	✔	
14	Did the organization have a written document retention and destruction policy?	14	✔	
15	Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?			
a	The organization's CEO, Executive Director, or top management official	15a		✔
b	Other officers or key employees of the organization	15b		✔
	If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions).			
16a	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?	16a		✔
b	If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?	16b		

Section C. Disclosure

17 List the states with which a copy of this Form 990 is required to be filed ▶ None

18 Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A if applicable), 990, and 990-T (Section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.

☐ Own website ☐ Another's website ☑ Upon request ☐ Other *(explain in Schedule O)*

19 Describe in Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.

20 State the name, address, and telephone number of the person who possesses the organization's books and records ▶

Catch Point Management Solutions, (425)775-8120

2311 N 45th St Box 337, Seattle, WA 98103

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Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

Check if Schedule O contains a response or note to any line in this Part VII . . . . . ☐

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than $100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than $100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than $10,000 of reportable compensation from the organization and any related organizations.

List persons in the following order: individual trustees or directors; institutional trustees; officers; key employees; highest compensated employees; and former such persons.

☐ Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
Marilou Church	4.00									
President	0.00	✔		✔				0	0	0
Rachel Manchester	4.00									
President-Elect	0.00	✔		✔				0	0	0
Amber Hahn-Keenan	4.00									
Secretary/Treasurer	0.00	✔		✔				0	0	0
Gretchen Anderson	4.00									
Director	0.00	✔						0	0	0
Kyle Long	4.00									
Director	0.00	✔						0	0	0
Geoff Meinken	4.00									
Director	0.00	✔						0	0	0
Melinda Moore	4.00									
Director	0.00	✔						0	0	0
Tammi Reeser	4.00									
Director	0.00	✔						0	0	0
Alisa Van Sickle	4.00									
Director	0.00	✔						0	0	0
Nate Smith	4.00									
Director	0.00	✔						0	0	0
Brent Korte	4.00									
Director	0.00	✔						0	0	0

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Part VII **Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees** *(continued)*

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
1b Sub-total ▶								0	0	0
c Total from continuation sheets to Part VII, Section A ▶										
d Total (add lines 1b and 1c) ▶								0	0	0

2 Total number of individuals (including but not limited to those listed above) who received more than $100,000 of reportable compensation from the organization ▶ 0

		Yes	No
3	Did the organization list any **former** officer, director, or trustee, key employee, or highest compensated employee on line 1a? *If "Yes," complete Schedule J for such individual*		✔
4	For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than $150,000? *If "Yes," complete Schedule J for such individual*		✔
5	Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? *If "Yes," complete Schedule J for such person*		✔

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than $100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation
Catch Point Management Solutions, 2311 N 45th St 337, Seattle, WA 98103	Management	145,000

2 Total number of independent contractors (including but not limited to those listed above) who received more than $100,000 of compensation from the organization ▶ 1

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Part VIII Statement of Revenue

Check if Schedule O contains a response or note to any line in this Part VIII . . . . . ☐

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512–514
Contributions, Gifts, Grants and Other Similar Amounts	1a	Federated campaigns	1a 0				
	b	Membership dues	1b 201,854				
	c	Fundraising events	1c 0				
	d	Related organizations	1d 0				
	e	Government grants (contributions)	1e 0				
	f	All other contributions, gifts, grants, and similar amounts not included above	1f 0				
	g	Noncash contributions included in lines 1a–1f: $ 0					
	h	**Total.** Add lines 1a–1f ▶		201,854			
Program Service Revenue			Business Code				
	2a	Workshops & Seminars	611710	41,418	41,418	0	0
	b	Annual Meeting Conference	611710	41,410	41,410	0	0
	c	Conference Trade Show	611710	6,665	6,665	0	0
	d	Affiliate Sponsors	611710	3,000	3,000	0	0
	e	Other revenue	900099	75	75	0	0
	f	All other program service revenue .		0	0	0	0
	g	**Total.** Add lines 2a–2f ▶		92,568			
Other Revenue	3	Investment income (including dividends, interest, and other similar amounts) ▶		4,673	0	0	4,673
	4	Income from investment of tax-exempt bond proceeds ▶		0	0	0	0
	5	Royalties ▶		0	0	0	0
			(i) Real / (ii) Personal				
	6a	Gross rents					
	b	Less: rental expenses					
	c	Rental income or (loss)	0 / 0				
	d	Net rental income or (loss) ▶					
			(i) Securities / (ii) Other				
	7a	Gross amount from sales of assets other than inventory					
	b	Less: cost or other basis and sales expenses					
	c	Gain or (loss)	0 / 0				
	d	Net gain or (loss) ▶					
	8a	Gross income from fundraising events (not including $ 0 of contributions reported on line 1c). See Part IV, line 18 a					
	b	Less: direct expenses b					
	c	Net income or (loss) from fundraising events ▶					
	9a	Gross income from gaming activities. See Part IV, line 19 a					
	b	Less: direct expenses b					
	c	Net income or (loss) from gaming activities ▶					
	10a	Gross sales of inventory, less returns and allowances a					
	b	Less: cost of goods sold b					
	c	Net income or (loss) from sales of inventory ▶					
		Miscellaneous Revenue	Business Code				
	11a	Job Target Revenue	812900	476	0	476	0
	b						
	c						
	d	All other revenue		0	0	0	0
	e	**Total.** Add lines 11a–11d ▶		476			
	12	**Total revenue.** See instructions ▶		299,571	92,568	476	4,673

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Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX . . . . . ☐

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21				
2 Grants and other assistance to domestic individuals. See Part IV, line 22				
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees				
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages				
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)				
9 Other employee benefits				
10 Payroll taxes				
11 Fees for services (non-employees):				
a Management	146,700			
b Legal				
c Accounting				
d Lobbying	43,045			
e Professional fundraising services. See Part IV, line 17				
f Investment management fees				
g Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O.)	12,607			
12 Advertising and promotion				
13 Office expenses	2,252			
14 Information technology	2,408			
15 Royalties				
16 Occupancy				
17 Travel	1,467			
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings				
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization				
23 Insurance	1,285			
24 Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a Annual Mtg/Convention Spring	35,861			
b Workshops/Seminar Expense	28,402			
c NAHC Dues	1,250			
d Strategic Planning	1,380			
e All other expenses	1,309			
25 **Total functional expenses.** Add lines 1 through 24e	277,966	0	0	0
26 **Joint costs.** Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here ▶ ☐ if following SOP 98-2 (ASC 958-720)				

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Part X Balance Sheet

Check if Schedule O contains a response or note to any line in this Part X . . ☐

			(A) Beginning of year		(B) End of year
Assets	1	Cash—non-interest-bearing	49,234	1	107,850
	2	Savings and temporary cash investments	139,330	2	125,996
	3	Pledges and grants receivable, net		3	
	4	Accounts receivable, net	250	4	13,982
	5	Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L		5	
	6	Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions). Complete Part II of Schedule L		6	
	7	Notes and loans receivable, net		7	
	8	Inventories for sale or use		8	
	9	Prepaid expenses and deferred charges	5,310	9	18,658
	10a	Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D — 10a			
	b	Less: accumulated depreciation — 10b		10c	
	11	Investments—publicly traded securities	129,119	11	102,067
	12	Investments—other securities. See Part IV, line 11		12	
	13	Investments—program-related. See Part IV, line 11		13	
	14	Intangible assets		14	
	15	Other assets. See Part IV, line 11		15	
	16	**Total assets.** Add lines 1 through 15 (must equal line 34)	323,243	16	368,553
Liabilities	17	Accounts payable and accrued expenses	180	17	28,795
	18	Grants payable		18	
	19	Deferred revenue	104,964	19	101,107
	20	Tax-exempt bond liabilities		20	
	21	Escrow or custodial account liability. Complete Part IV of Schedule D		21	
	22	Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L		22	
	23	Secured mortgages and notes payable to unrelated third parties		23	
	24	Unsecured notes and loans payable to unrelated third parties		24	
	25	Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17–24). Complete Part X of Schedule D	1	25	
	26	**Total liabilities.** Add lines 17 through 25	105,145	26	129,902
Net Assets or Fund Balances		**Organizations that follow SFAS 117 (ASC 958), check here ▶ ☑ and complete lines 27 through 29, and lines 33 and 34.**			
	27	Unrestricted net assets	218,098	27	238,651
	28	Temporarily restricted net assets	0	28	0
	29	Permanently restricted net assets	0	29	0
		Organizations that do not follow SFAS 117 (ASC 958), check here ▶ ☐ and complete lines 30 through 34.			
	30	Capital stock or trust principal, or current funds		30	
	31	Paid-in or capital surplus, or land, building, or equipment fund		31	
	32	Retained earnings, endowment, accumulated income, or other funds		32	
	33	Total net assets or fund balances	218,098	33	238,651
	34	Total liabilities and net assets/fund balances	323,243	34	368,553

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Part XI Reconciliation of Net Assets

Check if Schedule O contains a response or note to any line in this Part XI . . . ☐

1	Total revenue (must equal Part VIII, column (A), line 12)	1	299,571
2	Total expenses (must equal Part IX, column (A), line 25)	2	277,966
3	Revenue less expenses. Subtract line 2 from line 1	3	21,605
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	218,098
5	Net unrealized gains (losses) on investments	5	-1,052
6	Donated services and use of facilities	6	0
7	Investment expenses	7	0
8	Prior period adjustments	8	0
9	Other changes in net assets or fund balances (explain in Schedule O)	9	0
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 33, column (B))	10	238,651

Part XII Financial Statements and Reporting

Check if Schedule O contains a response or note to any line in this Part XII . . . ☐

			Yes	No
1	Accounting method used to prepare the Form 990: ☐ Cash ☑ Accrual ☐ Other If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O.			
2a	Were the organization's financial statements compiled or reviewed by an independent accountant?	2a		✔
	If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both: ☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis			
b	Were the organization's financial statements audited by an independent accountant?	2b		✔
	If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both: ☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis			
c	If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?	2c		
	If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O.			
3a	As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?	3a		✔
b	If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits.	3b		

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SCHEDULE C (Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Political Campaign and Lobbying Activities

For Organizations Exempt From Income Tax Under section 501(c) and section 527

► **Complete if the organization is described below.** ► **Attach to Form 990 or Form 990-EZ.**
► **Go to *www.irs.gov/Form990* for instructions and the latest information.**

OMB No. 1545-0047

2018

Open to Public Inspection

If the organization answered "Yes," on Form 990, Part IV, line 3, or Form 990-EZ, Part V, line 46 (Political Campaign Activities), then

- Section 501(c)(3) organizations: Complete Parts I-A and B. Do not complete Part I-C.
- Section 501(c) (other than section 501(c)(3)) organizations: Complete Parts I-A and C below. Do not complete Part I-B.
- Section 527 organizations: Complete Part I-A only.

If the organization answered "Yes," on Form 990, Part IV, line 4, or Form 990-EZ, Part VI, line 47 (Lobbying Activities), then

- Section 501(c)(3) organizations that have filed Form 5768 (election under section 501(h)): Complete Part II-A. Do not complete Part II-B.
- Section 501(c)(3) organizations that have NOT filed Form 5768 (election under section 501(h)): Complete Part II-B. Do not complete Part II-A.

If the organization answered "Yes," on Form 990, Part IV, line 5 (Proxy Tax) (see separate instructions) or Form 990-EZ, Part V, line 35c (Proxy Tax) (see separate instructions), then

- Section 501(c)(4), (5), or (6) organizations: Complete Part III.

Name of organization	Employer identification number
HOME CARE ASSOCIATION OF WASHINGTON	91-1102450

Part I-A Complete if the organization is exempt under section 501(c) or is a section 527 organization.

1 Provide a description of the organization's direct and indirect political campaign activities in Part IV. (see instructions for definition of "political campaign activities")

2 Political campaign activity expenditures (see instructions) . . . . . ► $

3 Volunteer hours for political campaign activities (see instructions) . . . . . .

Part I-B Complete if the organization is exempt under section 501(c)(3).

1 Enter the amount of any excise tax incurred by the organization under section 4955 . . . . ► $

2 Enter the amount of any excise tax incurred by organization managers under section 4955 . . ► $

3 If the organization incurred a section 4955 tax, did it file Form 4720 for this year? . . . . . ☐ Yes ☐ No

4a Was a correction made? . . . . . ☐ Yes ☐ No

b If "Yes," describe in Part IV.

Part I-C Complete if the organization is exempt under section 501(c), except section 501(c)(3).

1 Enter the amount directly expended by the filing organization for section 527 exempt function activities . . . . . ► $

2 Enter the amount of the filing organization's funds contributed to other organizations for section 527 exempt function activities . . . . . ► $

3 Total exempt function expenditures. Add lines 1 and 2. Enter here and on Form 1120-POL, line 17b . . . . . ► $

4 Did the filing organization file **Form 1120-POL** for this year? . . . . . ☐ Yes ☐ No

5 Enter the names, addresses and employer identification number (EIN) of all section 527 political organizations to which the filing organization made payments. For each organization listed, enter the amount paid from the filing organization's funds. Also enter the amount of political contributions received that were promptly and directly delivered to a separate political organization, such as a separate segregated fund or a political action committee (PAC). If additional space is needed, provide information in Part IV.

	(a) Name	**(b)** Address	**(c)** EIN	**(d)** Amount paid from filing organization's funds. If none, enter -0-.	**(e)** Amount of political contributions received and promptly and directly delivered to a separate political organization. If none, enter -0-.
(1)					
(2)					
(3)					
(4)					
(5)					
(6)					

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Part II-A **Complete if the organization is exempt under section 501(c)(3) and filed Form 5768 (election under section 501(h)).**

A Check ▶ ☐ if the filing organization belongs to an affiliated group (and list in Part IV each affiliated group member's name, address, EIN, expenses, and share of excess lobbying expenditures).

B Check ▶ ☐ if the filing organization checked box A and "limited control" provisions apply.

Limits on Lobbying Expenditures (The term "expenditures" means amounts paid or incurred.)		(a) Filing organization's totals	(b) Affiliated group totals
1a	Total lobbying expenditures to influence public opinion (grass roots lobbying)		
b	Total lobbying expenditures to influence a legislative body (direct lobbying)		
c	Total lobbying expenditures (add lines 1a and 1b)		
d	Other exempt purpose expenditures		
e	Total exempt purpose expenditures (add lines 1c and 1d)		
f	Lobbying nontaxable amount. Enter the amount from the following table in both columns.		

If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:
Not over $500,000	20% of the amount on line 1e.
Over $500,000 but not over $1,000,000	$100,000 plus 15% of the excess over $500,000.
Over $1,000,000 but not over $1,500,000	$175,000 plus 10% of the excess over $1,000,000.
Over $1,500,000 but not over $17,000,000	$225,000 plus 5% of the excess over $1,500,000.
Over $17,000,000	$1,000,000.

g	Grassroots nontaxable amount (enter 25% of line 1f)		
h	Subtract line 1g from line 1a. If zero or less, enter -0-		
i	Subtract line 1f from line 1c. If zero or less, enter -0-		
j	If there is an amount other than zero on either line 1h or line 1i, did the organization file Form 4720 reporting section 4911 tax for this year? ☐ Yes ☐ No		

4-Year Averaging Period Under Section 501(h)

(Some organizations that made a section 501(h) election do not have to complete all of the five columns below. See the separate instructions for lines 2a through 2f.)

Lobbying Expenditures During 4-Year Averaging Period

Calendar year (or fiscal year beginning in)	(a) 2015	(b) 2016	(c) 2017	(d) 2018	(e) Total
2a Lobbying nontaxable amount					
b Lobbying ceiling amount (150% of line 2a, column (e))					
c Total lobbying expenditures					
d Grassroots nontaxable amount					
e Grassroots ceiling amount (150% of line 2d, column (e))					
f Grassroots lobbying expenditures					

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Part II-B Complete if the organization is exempt under section 501(c)(3) and has NOT filed Form 5768 (election under section 501(h)).

For each "Yes," response on lines 1a through 1i below, provide in Part IV a detailed description of the lobbying activity.	(a) Yes	(a) No	(b) Amount
1 During the year, did the filing organization attempt to influence foreign, national, state, or local legislation, including any attempt to influence public opinion on a legislative matter or referendum, through the use of:			
a Volunteers?			
b Paid staff or management (include compensation in expenses reported on lines 1c through 1i)?			
c Media advertisements?			
d Mailings to members, legislators, or the public?			
e Publications, or published or broadcast statements?			
f Grants to other organizations for lobbying purposes?			
g Direct contact with legislators, their staffs, government officials, or a legislative body?			
h Rallies, demonstrations, seminars, conventions, speeches, lectures, or any similar means?			
i Other activities?			
j Total. Add lines 1c through 1i			
2a Did the activities in line 1 cause the organization to be not described in section 501(c)(3)?			
b If "Yes," enter the amount of any tax incurred under section 4912			
c If "Yes," enter the amount of any tax incurred by organization managers under section 4912			
d If the filing organization incurred a section 4912 tax, did it file Form 4720 for this year?			

Part III-A Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6).

			Yes	No
1	Were substantially all (90% or more) dues received nondeductible by members?	**1**		✔
2	Did the organization make only in-house lobbying expenditures of $2,000 or less?	**2**		✔
3	Did the organization agree to carry over lobbying and political campaign activity expenditures from the prior year?	**3**		✔

Part III-B Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6) and if either (a) BOTH Part III-A, lines 1 and 2, are answered "No," OR (b) Part III-A, line 3, is answered "Yes."

1	Dues, assessments and similar amounts from members	**1**	201,854
2	Section 162(e) nondeductible lobbying and political expenditures **(do not include amounts of political expenses for which the section 527(f) tax was paid).**		
a	Current year	**2a**	
b	Carryover from last year	**2b**	0
c	Total	**2c**	0
3	Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues	**3**	30,278
4	If notices were sent and the amount on line 2c exceeds the amount on line 3, what portion of the excess does the organization agree to carryover to the reasonable estimate of nondeductible lobbying and political expenditure next year?	**4**	
5	Taxable amount of lobbying and political expenditures (see instructions)	**5**	-30,278

Part IV Supplemental Information

Provide the descriptions required for Part I-A, line 1; Part I-B, line 4; Part I-C, line 5; Part II-A (affiliated group list); Part II-A, lines 1 and 2 (see instructions); and Part II-B, line 1. Also, complete this part for any additional information.

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SCHEDULE O
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on Form 990 or 990-EZ or to provide any additional information.

► Attach to Form 990 or 990-EZ.

► Go to *www.irs.gov/Form990* for the latest information.

OMB No. 1545-0047

2018

Open to Public Inspection

Name of the organization	Employer identification number
HOME CARE ASSOCIATION OF WASHINGTON	91-1102450

Form 990, Part VI, Section A, Line 3 - Catch Point Management Solutions provides the following services for Home Care Association of Washington: bookkeeping, compliance filings and returns, member services, member communication, marketing and event planning/coordinating.

Form 990, Part VI, Section A, Line 6 - Membership consists of provider members (voting) and affiliate members (non-voting).

Form 990, Part VI, Section A, Line 7a - Provider members are entitled to vote at all membership meetings and in annual elections of the officers and directors.

Form 990, Part VI, Section A, Line 7b - Provider members are entitled to vote at all membership meetings and in annual elections of the officers and directors.

Form 990, Part VI, Section B, Line 11b - The Form 990 is distributed to all board members for review before the return is filed.

Form 990, Part VI, Section B, Line 12c - The association circulates the conflict of interest policy with its board members annually. The board of directors are required to complete an annual conflict of interest statement and disclose any potential conflicts as soon as they arise. The board of directors monitors and enforces this policy.

Form 990, Part VI, Section C, Line 19 - Documents are available upon request.

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Executive Director Report
August 2019

Board

Strategic Plan/WWW – *approval needed*

We'll be spending time at the end of the board meeting to review the draft strategic plan/WWW from the September retreat. I've also included each group's notes in case you'd like to add or remove any ideas.

We send a survey out to members asking for feedback on the draft but have not received any responses. We'll make the plan accessible to members and make sure they have an opportunity to provide feedback at any time.

Bylaws Changes

These are recommendations from the strategic planning session. Changing the bylaws will first be approved by the Board to move forward with final approval by membership. You traditionally have membership vote at your spring conference, but you can also do electronic voting. As per your bylaws:

ARTICLE XII AMENDMENTS

1. *Bylaws may be amended in whole or in part at any duly-called membership meeting by a two-thirds (2/3) vote of voting delegates present provided that written notice to all voting members, including the text of any proposed changes, is received 15 days prior to the time the amendments are to be voted upon. Bylaws may also be amended by mail or electronic ballot with a two-thirds (2/3) affirmative vote of those responding to the ballot.*
2. *Amendments may be proposed by the Board of Directors or by petition of ten (10) percent of the voting members.*

Membership Categories **– *approval needed***

It was discussed opening up the Affiliate membership categories to allow for out-of-state members. Initially, this was to encourage non-WA provider agencies to join as non-voting members at a discounted rate. Out-of-state agencies would only qualify if they didn't have any agencies in WA or, if they did, these locations are already HCAW Provider members.

After some more discussion, there may not be much interest from out-of-state Providers to join an association where they don't do any business. Because of this, the below recommended changes (in red) only expand the current definition to include non-WA members.

B. Affiliate Members (non-voting):

Non-voting membership categories may include the following whether residing in Washington State or neighboring states 1) individuals/organizations not directly providing care in the home, but providing support to those who do; 2) individuals who work for a member organization; 3) educational institutions and associations.

Membership Payment Cycles

It was recommended to allow for quarterly dues payments. It is not specified in your Bylaws or Policies & Procedures Manual that members must pay in full. Quarterly dues payments are mentioned in your P&P Manual (see first paragraph of page 10) as are partial payments (see first paragraph under Elections/Nominations on page 1).

I recommend leaving payment cycles vague in both governing documents. It allows us the flexibility to do monthly, quarterly, semi-annually, etc. payments without needing membership or board approval for any changes.

Vision Statement

We will be reviewing our current vision statement and are accepting ideas and recommendations.

HCAW PDGM Op-Ed

Partnership for Quality Home Healthcare works with the Council of States on getting information out on federal issues, mainly PDGM. They reached out to all the state associations about sending an op-ed to local newspapers on PDGM. I talked to PQHH and they write the op-eds using state Medicare data and include any legislators in support – in our case, US Congresswoman Suzan DelBene. They then do the leg work to get the op-ed in local papers. Our letter (pg 43) will run in Tuesday's edition of the Spokesman-Review!

Board Motion Outcomes

Berg Data Proposal

The board agreed to not move forward with Marc's proposal. There are not very many HH members who would be able to take advantage of this information and PDGM is going to be everyone's focus in 2020. Marc is interested in presenting a general session at the spring conference.

NAHC Hotel Stay – B. Korte

The board approved paying for up to $300 for one-night stay accommodations during the NAHC conference.

Finances

Transferring Funds – *approval needed*

The Finance Committee has met to discuss HCAW's financial position. As with last year, the Association is low on funds and there is the possibility dues renewal income will not cover end of the year expenses. The Finance Committee was not sure if this is a pattern each year or if the past two years are outliers. Our bookkeeper, Leah, ran a report of HCAW's financial position August – December 2015 – 2019 which is enclosed on page 13:

- Income and expenses are pretty on trend each year, but there are some variations: 2018 CPMS fee is under management instead of executive director, 2018 RCTC was realized to January 2019, etc.
- In previous years, there were issues where income/expenses were misallocated. While the A/P is approx. the same, it is in a different chart of account.
- We have some newer expenses than in previous years.
- You have drawn from your money market account each year during this time (line 42)

The Finance Committee will be working on solutions to ensure more stability during this time each year. Below are the projected expenses for the remainder of the calendar year:

- Leslie Emerick Monthly Fee - $7,400 ($3,700 x 2)
- Leslie Emerick Expenses - ~$250
- Donna Goodwin Fee – ~$1,000
- CPMS Monthly Fee – $24,166.66 ($12,083.33 x 2)
- CPMS Expenses – ~$600
- OASIS Workshop Fee - $5,000
- Fall Networking Happy Hour - ~$3,500
- Spring Conference Keynote - ~$2,500
- OASIS Rural Grant - $4,500
- SoftEdge Renewal - $1,500
- NAHC & Council Membership Renewals - $1250
  TOTAL: $51,666.66

You traditionally bring in $30-35,000 before the end of the year from renewals. There is also approx. $13,000 in A/R open from the previous fiscal year that we are collecting. This may not be enough to cover all expenses so CPMS is offering to hold on our December monthly fee until the beginning of the new year to help. In the addition, the Finance Committee is recommending transferring funds again from the money market account again to cover the projected expenses.

The Board will need to discuss whether or not HCAW should draw from the money market account and then determine how much.

Form 990 – *approval needed*

The draft Form 990, due November 15th, is attached for review. Our bookkeeper, Leah created the draft and reviewed with Amber and me. There aren't many changes from last year's form, but we did make the following adjustments:

- Page 3, Part IV, Q3: Changed to No
  - HCAW cannot contribute to its own PAC
- Page 6, Part VI, Q6: Changed to Yes
  - HCAW has members
- " " Q7b: Changed to Yes
  - Your membership approves bylaws
- " " Q8a-b: Changed to Yes
  - You keep minutes of your meetings
- " " Q13: Changed to Yes
  - You adopted a Whistleblower Policy last year
- Page 7, Part VII: Removed ED
- Page 12, Part XII, Q2a: Changed to No
  - Leah is contracted by CPMS and is not an independent CPA

Membership

Renewals

The Membership Committee is reviewing our renewal form to see how we can better connect with specific staff and gather better data. Renewals will be sent out before November 1st and the Committee may reach out to you for assistance encouraging members to renew.

Advocacy

PAC Donation – *approval needed*

Leslie is requesting $500 from the PAC to support Senator Cleveland's campaign. The event is Thursday, October 24th at 6:30pm here in Seattle at Strategies 360. If you would like to join us, please reach out to Leslie to RSVP.

As per your Bylaws:

1. The membership of the PAC consists of all persons who make contributions to its fund. Voting is limited to members of the PDAC and the HCAW Board. The Chair of the PAC is the President of HCAW or designee, and the Treasurer of the PAC is the Executive Director.
3. Decisions to spend money in support of incumbents or candidates are made by the voting membership of the PAC, as specified in #1. No contribution may be made unless approved by a majority of voting members present. Contributions shall be limited to candidates for statewide or legislative office and major party caucuses.

Spokane Meeting

Gretchen has scheduled a meeting at her agency, Sunshine Home Health, with Reps. Joe Schmick and Timm Ormsby on October 30th. Nate will have a LHC Group representative join along with Donna and Leslie.

HCA Draft Comments

Thank you to everyone who reviewed our comments on the draft report. Leslie and Donna updated our comments to best reflect HCAW's position. Leslie sent our comments on the HCA this Monday. The next HCA meeting is Tuesday, October 22nd from 8:30 – 10:45am**.** You can join in person at the Lacey Community Center or call in: (844) 222-3810 / 319039#

Education

HCAW PNW Networking Happy Hour

NAHC generously gave us space on Saturday, October 12th to host a small networking happy hour for Pacific Northwest conference attendees. While the turnout was small it allowed for better connecting and was a more relaxed atmosphere. This was a good steppingstone to hosting more (regional) networking events.

Bertina Yslas, Sunshine HH, won our raffle – a complimentary stay at the Alderbrook!

NAHC Conference and Expo

The conference and expo went well and it was fun to experience for the first time. I was given the opportunity to give opening remarks during the Sunday Pre-Conference and our own Brent Korte introduced the Tuesday keynote. Both Brent and Ginny Kenyon had PDGM sessions that were well

attended. Rep. Kelly Chambers (WA-25) joined the Advocacy Bootcamp to teach us what our legislators want to hear from us and the best ways to get your messages across.

This was the first time NAHC partnered with a state association for their conference and are looking forward to continuing the pattern with other states. It was a great opportunity to showcase our Association and highlight the work we're doing on the Medicaid HH reimbursement.

NAHC PDGM Education – *please send recommendations to Rachel and Gretchen*
NAHC is continuing its efforts to provide education on PDGM. Below are their draft plans *(please keep confidential as they are still draft)*:

- NAHC webinar within 7 days of the issuance of the Final Rule. Will be open to all without charge.
- Pre-2020 PDGM webinar in later part of November focused on HHFMA experts' analysis of final rule and what HHAs should note and what HHAs should be doing to implement PDGM
- Develop a physician education toolkit for HHAs with early December webinar to unveil and explain
- Web based Town Hall meetings beginning mid to late January and continuing through late February. These meetings are intended to be a portal for HHA PDGM experiences and questions. In addition, the meetings will include a PDGM subject matter focus that varies from one program to the next on topics such as
    - Revenue Cycle management
    - Episode management
    - Operational changes needed
    - Therapy utilization
    - EMR issues
    - LUPAsRCD impact
    - Actual behavior changes
    - Change management processes
- PDGM Summits 2.0: a full day, in-person conference at selected locations. The Summits will cover PDGM Financial, Clinical, Operations, Business Analytics, and Technology as was covered in the 2019 Summits. The plan is to do a one-week blast of the summits in 10 locations across the country during the week of 3/30 to 4/3. We will have 5+ teams from HHFMA as faculty.
- Financial Management Conference: 6-month PDGM review. Preconference and PDGM track.
- Post FMC webinars

NAHC has asked the state associations if they are interested in hosting a summit and/or cosponsor the summits/webinars. The latter is similar to what we've done for the PDGM webinar series and Roadshow. I told Bill we're interested in being a host for a summit but are not able to decide yet. Hosting entails site acquisition and management, and 50/50 net revenue share as in 2019. While this is a great opportunity for HCAW, it is less than a month before our spring conference and we're working to schedule a winter seminar – this addition would stretch resources and staff time. There is also the possibility this would end up being a financial loss for HCAW if the 50/50 revenue split doesn't cover venue expenses.

We're still considering both options and will bring recommendations to the Board for approval.
If you have any thoughts or would like to discuss more, please reach out to Rachel and Gretchen. You can also join an Annual Meeting/Education Committee calls.

Protect Home Health in Washington for Medicare Seniors

It's official: Washington has one of the most rapidly growing senior populations in the country.

Between 2006 and 2016, the number of people aged 65 and older in our state jumped by a whopping 47.2%. Today, we have 1 million retirees throughout the state, and the elderly population is forecast to skyrocket even more in the coming decades. According to a report by the Washington State Department of Social and Health Services, the elderly population is projected to reach almost 2 million, representing 22 percent of the state's total population by 2040.

As people in the Evergreen State live longer—and seek treatment for chronic, complex illness—we face substantial challenges in providing the high-quality home healthcare that patients and families overwhelmingly want. Unfortunately, a new Medicare regulation imposed by bureaucrats in Washington, D.C., will make it harder for healthcare providers to offer home health services to seniors who want it.

Home health is vital for Medicare patients across the country, including nearly 50,000 in Washington State alone. By taking advantage of skilled healthcare services in the comfort of their own homes, elderly patients enjoy greater independence and security aging at home where they prefer to remain. Not only does home health help patients stay close to loved ones, it helps them stay out of hospitals and institutional care settings.

All of this is particularly important in rural areas like eastern Washington, where there are a shortage of physicians and where patients with serious illness, disability, or mobility issues face additional barriers to accessing care in institutional settings.

Patients – particularly rural seniors – unfortunately might find it harder to access home healthcare due to a new Medicare payment policy that transforms how home health agencies are reimbursed. Under the new payment structure, called the Patient-Driven Groupings Model (PDGM), Medicare reimbursement for home health will be based on unfounded assumptions about what providers might do in the future when providing care—instead of making smart policy decisions based on observed evidence and data. These "behavioral adjustments" to providers' reimbursement rates threaten to slash more than $1 billion in home health Medicare funding in 2020 alone. Cutting future payments based on shaky assumptions about the future is troubling and has been determined unacceptable for other sectors. It should also be rejected here.

If implemented as written, the PDGM could lead to significant interruptions and gaps in care for patients in Washington and beyond. Though this is not the intention of the new payment model, it could become an unfortunate reality because the reimbursement reduction would create significant financial stress for home health agencies. In turn, this increases pressure and instability in the sector, threatening to force home health providers to reduce or suspend care services in order to stay in business. This would be a devastating outcome, most of all for Washington's growing population of senior citizens.

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To make sure patients can continue to access high-quality home health, reform is necessary. Earlier this year, a bipartisan group of lawmakers introduced the Home Health Payment Innovation Act of 2019 (H.R. 2573/S. 433), which will fix the serious shortcomings of the new payment system. Specifically, it would require Medicare to make reimbursement adjustments based only on facts, not arbitrary assumptions. By empowering the agency to adjust reimbursement rates through observable data about billing behavior, Medicare would effectively ensure that agencies are being appropriately paid for the services they provide.

I commend Congresswoman Suzan DelBene (WA-1) for co-sponsoring this bipartisan bill and urge each of her colleagues in Washington's congressional delegation to do the same. As our senior population continues to grow, providing patient-preferred home healthcare will only become more important. Passing the Home Health Payment Innovation Act would go a long way towards keeping up with patient demand and preserving access to quality home healthcare.

WC: 630

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Annual Meeting/Education Committee

Chair(s): Rachel Manchester and Gretchen Anderson

Accomplishments

- We have nailed down location and dates for 2020 Spring/Annual Conference (April 21-23 @ Double Tree Suites by Hilton Hotel Seattle Airport-Southcenter)
    - Pre Con ideas: OASIS Answers again, Motivational Interviewing (if not separate Winter conf).
    - General topics: Implicit Bias in work place, Workplace violence, PDGM ?
- We have begun process for 2021 (Christine has 😊)
- We scheduled, and then canceled ☹ a fall conference-transitioned to a social hour/networking event 10/12

Next Steps

- Nail down speakers, esp. keynote for Spring Conference
- Try to get Motivational interviewing for winter program—Sutter Group, 2 day
- Finalize theme based on 'strength, grit, survival' for Spring Conference
- Finalize plans for OASIS Training (June)

Challenges

- Big challenge we faced with finding programming for fall conference that would be worth extra dollars yet not conflict with NAHC presentations/presenters—ulimtately we were unsuccessful
- Motivational interviewing—we have interest by Sutter but they are starting partnership with national educational group and are not sure of their timing.

Assistance needed from the Board

- Ideas of topics/speakers/keynote speakers etc for Annual Conference

HCAW STRATEGIC PLAN - WWW

STATUS	PRIORITY	DEADLINE	TASK	ASSIGNEE	DESCRIPTION	% DONE
☐		10/01/19	Update Membership Applications	Christine	On the annual membership application, add space for office space contacts and yes/no to a text. Email, title, cell phone #.	50%
☐		10/08/19	Public Policy Committee Meeting Notice	Christine	Invite all members to the next Public Policy Committee call.	100%
☐		10/15/19	Membership Drive	Marilou Christine	Membership drive change to 11/1/19 (includes vote) and bylaw change	15%
☐		10/15/19	Member Value Slick	Nate Tammi Leslie Christine	Define and promote member value/slick.	>25%
☐		10/15/19	Amend Bylaws	Marilou Christine (Rachel)	Amend bylaws to accommodate affiliate membership regarding dues. Quarterly membership options.	75%
☐		10/18/20	Revise Mission and Vision Statements	All Board Members Christine	Update mission and vision and marketing plan. Focus on the vision statement. All—submit vision or vote on your favorite. Need with slick. Christine to gather input and put on agenda.	
☐		Create Q4 2019 Implement Q1 2020	Membership Roadshow	Marilou Melinda	Roadshow/membership education/education needs assessment.	
☐		Q1 2020	ID Membership Ambassadors	Nate Tammi	Tap into business development to grow membership for committees/regional champions.	
☐		Q1 2020	HCAW Branded Webinars	Amber Rachel Gretchen	Webinars, telehealth, prioritize.	
☐		Q1 2020	Virtual Brown Bag Lunch Calls	Melinda		
☐		2/28/20	Home Health CON Strategy	Donna		
☐		04/20	Post-Conference Board Meeting	Marilou Christine	Follow up meeting post spring conference to reassess and strategize the strategic plan.	

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HCAW STRATEGIC PLAN - WWW

☐		ONGOING	Increase Committee Volunteerism	All Board Members	See if there is someone from your agency to help on the membership committee to help with outreach. Much need for more help on the committee.	
☐		ONGOING	Board Leadership Pool	All Board Members	Strategize who is going to replace you when you are no longer on the board.	
☐		PARKING LOT	Develop Podcast	AME Committee	Developing podcast material and assigning speakers.	

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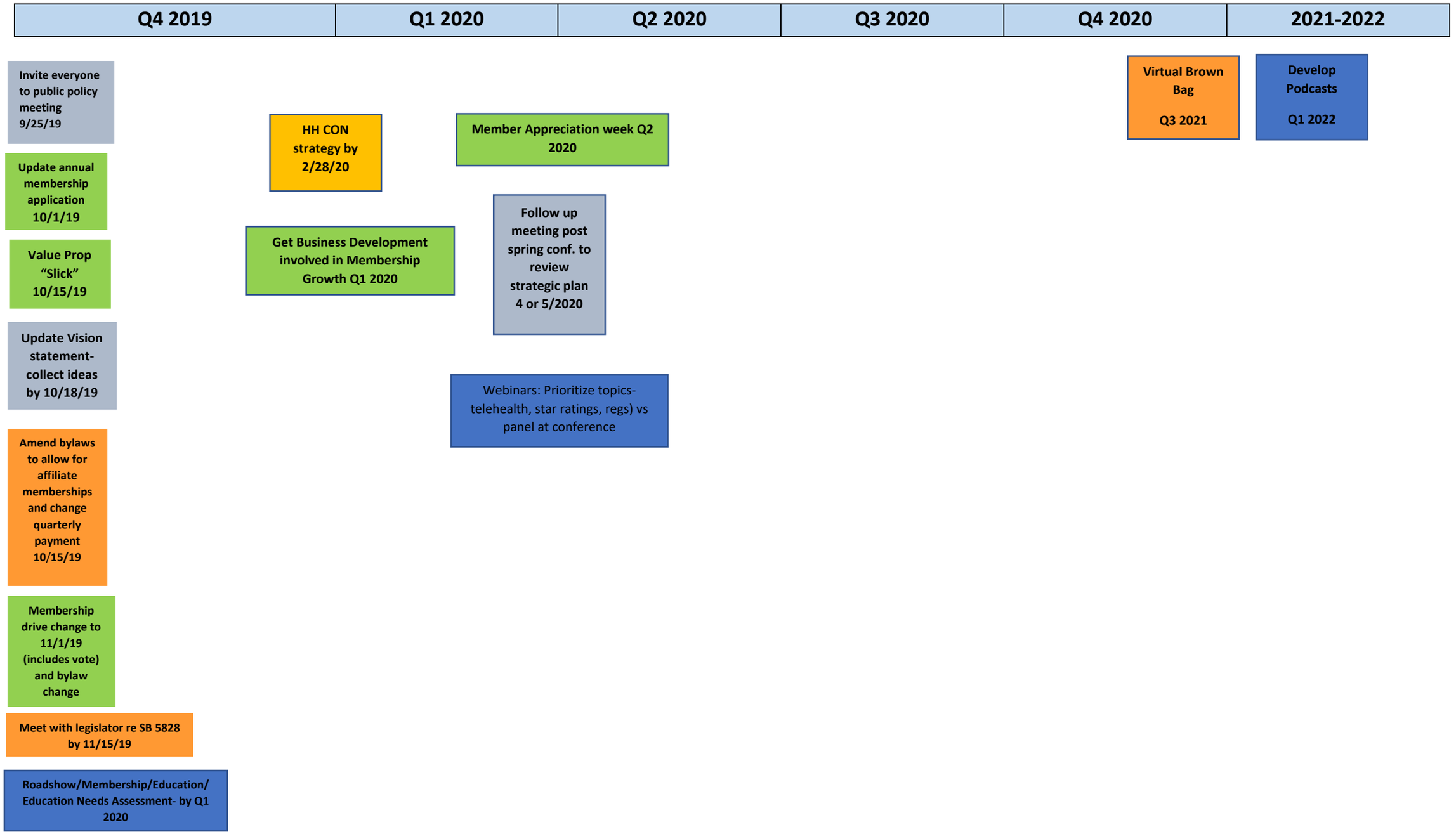
HCAW Strategic Plan Timeline



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HCAW Strategic Plan Timeline

Ongoing Items

Q4 2019	Q1 2020	Q2 2020	Q3 2020	Q4 2020	2021-2022

Membership:

- Visit agencies to recruit new members
- Review other agency structures in comparison with HCAW

Community:

- Networking opportunities and regional events
- Provide strong clinical track content at annual conference

Advocacy:

- Conduct outreach to establish advocacy partnerships
- Public Policy Meeting
- Federal issues- Interactions with NAHC

Education:

- Enhance, enrich, broaden conference offerings
- Analyze resources to create SME speaker pool and vendors
- Market Education- Constant contact, partner webinars

Home Care Association of Washington
Strategic Planning Meeting

Friday September 20, 2019
9:00 AM – 3:00 PM
Memorial Home Care Services

Purpose: To meet as the Board of Directors and create a 3-5-year Strategic Plan including an action plan with deliverables and owners.

Sponsor: Christine Opiela, Executive Director, HCAW

Facilitator(s): Rachael Erwin, Kris Aasheim- Eleven8 Consulting

Attendees: Marilou Church, Rachel Manchester, Amber Hahn-Keenan, Brent Korte, Gretchen Anderson, Kyle Long, Geoff Meinken, Melinda Moore, Tammi Reeser, Alisa Van Sickle, Nate Smith, Donna Goodwin, Leslie Emerick, Christine Opiela

Objective(s): Learn from experience implementing previous strategic plans in order to scale 3-5-year plan that meets the needs of the organization while setting realistic and achievable goals.

---Agenda---

Topic	Time	Notes
Arrive and enjoy breakfast	9:00	Breakfast was served.
Welcome/Opening Comments ● Why you are here today/purpose of today's meeting?	9:30	Introductions were done in the room and Melinda is on the phone.
Set process for the day ● Agenda/process for today's meeting ● Introductions- Organization, Role ● Icebreaker- Snowball fight ● Meeting Outcomes/Deliverables- introduce process ● Meeting Ground Rules	9:35	Rachael went over the Agenda and ground rules. Icebreaker game was introduced and handed out. Icebreaker game was played, and answers were read to each other.

Review of Survey Responses: ● Based on the 2018-2019 Strategic Plan, what is your assessment of the work we are doing to reach our goals? ● What would you like to accomplish in order to feel like this has been a successful retreat? ● What specific objectives do you want to include to assist in the development of our 3-5-year plan? ● Do the current vision and mission statements of the HCAW still resonate with you? If not, what would you change? ● What support do you need to help you stay on track and meet deadlines you have committed to?	9:50	Kris went over survey responses and asked all to vote using sticky dots and mark those replies that resonate and/or that they feel passionate about. Responses included: ● Based on the 2018-2019 Strategic Plan, what is your assessment of the work we are doing to reach our goals? **WE NEED TO SIMPLIFY AND FOCUS THE WORK**. ● What would you like to accomplish in order to feel like this has been a successful retreat? **1) DISCUSS POLICY AND LEGISLATIVE AGENDA AND 2) ENSURE GOALS ARE REALISTIC.** ● What specific objectives do you want to include to assist in the development of our 3-5-year plan? **CONTINUE CURRENT HCA MEDICAID WORK AND SUCCESSFULLY CHANGE PAY RATES.** ● Do the current vision and mission statements of the HCAW still resonate with you? If not, what would you change? **YES** ● What support do you need to help you stay on track and meet deadlines you have committed to? **1) CHRISTINE DOES A GREAT JOB KEEPING US ON TRACK AND SENDING REMINDERS AND 2) NOT BITE OFF TOO MANY INITIATIVES YEARLY AND INCLUDE MORE OF OUR MEMBERSHIP ON COMMITTEES TO ACHIEVE TARGETS.** Voting was reviewed with team and they agree with assessment.
Medicaid Home Health Reimbursement Rate Increase discussion What does this mean for our strategic plan?	10:15	Leslie spoke about working as the proponent of bill 5828. It passed at the Senate level unanimously. Leslie spoke about the HCA Budget Provisio. The bill has not gone to the House yet. There have been successful meetings. Fee for service is the current system. In exploring other options, the group narrowed it down to two options. They then went back to the large group meeting. Two different models: Fee for service, would need to include value incentive. See handouts distributed during meeting. Department of Health data is Oasis. Oasis is used for Medicare and data is available to CMS, but HCA is not aware of data being available to them. Oasis data includes data that addresses issues on the Budget Provisio. After the meeting in Lacy, the preference is for moving away from the fee for service model and moving toward a perspective payment system.

		Alisa spoke about Telehealth, and CNAs who call patients and using other forms of technology per the patient preferences. With PDGM coming they are looking at different systems to work with patients, i.e. remote monitoring, etc. Discussion about Telehealth systems. Prov is using Cipher/telehealth. The group discussed different variables between private pay and Medicaid/Medicare populations and challenges to make Telehealth work. Discussed rehospitalization rates. Discussed needing to reduce costs of care. Rachel discussed small incremental goals to meet threshold. Home health is currently being underutilized with Medicaid patients. Discussion regarding the challenges of small rural agencies adapting, as well as bigger agencies, chains, hospital systems etc. Next steps: Leaning towards additional fee for telehealth or fee for service. There is already a model in place for Medicare, it would be similar for Medicaid. Ask for add on for telehealth, provide data and renegotiate in the future. How will PDGM affect rates? Need to make sure there are no surprises. ● If in agreement with model, they will throw it into the bill and move on with the legislature. ● Ensure the language includes the word "telephonic". It would be an add on for Telehealth. All were on board. ● Talk to Senator Cleveland next week. ● Are big agencies willing to be on board with Telehealth monitoring to help decrease readmission rates? ● Flat rate? Need to know going in. ● Personal touch matters. ● Rural health has different challenges. Leslie: Would like to arrange meeting in Spokane at Sunshine. Have both majority leaders in the senate attend. Goals are to increase access, get people out of the hospitals. Can Prov attend meeting? Second point: Hospitals have to be on board, it is valuable to get patients out of the hospital. Increase access, get people out of the hospitals, need to be on board with Telehealth programs. If on board, schedule meeting with Tim Orsby and Andy Billig senate majority leaders. Leslie will schedule meeting to get support to get to legislature and get it

		passed. It's a data driven project. Share data/reporting to Leslie to use as ammo. 5828 is all that matters. All agreed they are on board.
Break	10:45	Short break was taken.
Review 2018-2019 Strategic Plan: Accomplishments- acknowledge Remaining and ongoing items ● Which ones do we want to keep? ● Prioritize them using Priority/Payoff Matrix	11:00	Christine mentioned the definition of what developing the 3-year plan looks like and that the other ideas can be built upon it going towards the 5-year plan. Reviewing 2018/2019: **MEMBERSHIP:** Nate: Drop in membership in 2019 because of tighter budgets, PDGM is coming, etc. focusing on ways to bring in additional membership. Brainstorming ideas for 3-year plan. Member value survey. Will be an ongoing check. Add on work with Medicare reimbursement, etc. What is our value proposition? Goal to increase # of physicians. Also, education programs, interning, shadowing. Talk to nursing students about home health and attract students making decisions. They called agencies that hadn't renewed membership and a couple who hadn't renewed their membership did renew it. Membership committee does need help. Want to visit each member agency. Haven't done yet, but opportunity for the future. Vision to regionalize and touch members on regular basis. Block time in the year and visit agencies and let them know what we're doing and spend time with them. Opportunity for regionalizing, focus and see what can be done in the future. Past – cold calls, packet mailing. Got Maxim and Kindred back. Didn't get Children's. Lost a couple memberships. Lot more could be obtained in the future. Need to groom replacements for board member changes. Tammy: Vision needs tweak to get passion out to agencies so we can get message out to membership to have additional help on the committees. Letter to agencies to educate regarding financial benefit to be part of the HCAW. Resources needed: Advocacy. **WWW: All: See if there is someone from your agency to help on the membership committee to help with outreach. Much need for more help on the committee.**

		ADVOCACY: Christine went over what was accomplished. **WWW: Leslie and Nate: Marketing message.** **COMMUNITY**: Melinda went over. Virtual brown bag on hold. Aiming to start Q4 this year, most likely Q1 next year. Clinical track is ongoing – trying to engage people who aren't managers, clinicians, etc. to help spread the word down the line. Network opportunities will be done going forward. **EDUCATION:** Much of the work is still ongoing. Table podcast. Record brown-bag lunches and they can listen in between patients. Don't have to be 30 minutes long. Nonmember goal: Consider adding sub-membership option in the future. Change bylaws to change dues, models, etc. Directory: Currently tabled but could be brought in again in the future. Rachael went over the priority payoff matrix. Past tabled and ongoing items were prioritized. Leslie – invite agencies who are not members to come to Spokane meeting to let them know what's happening and invite to meet ahead of time and then stay for meeting with Tim and Andy. Item 2.3 Move from complete to ongoing. (Public policy meeting.)
Lunch	11:45	Working lunch.

Small Group Discussions- What else do we want to include on our Strategic plan for each of the pillars? Membership- Nate, Tammi Advocacy- Geoff, Alisa, Donna, Leslie Community- Melinda, Marilou Education: Gretchen, Amber, Rachel Report out to group on what they came up with	12:15	Small group discussion included brainstorming for future ideas and plans for ongoing items on the Strategic Plan. **COMMUNITY**: Melinda and Marilou talked about Roadshow and new ideas for that. **ADVOCACY**: Leslie: Home health nursing got additional $10 an hour. Huge lift. On 5828 Leslie is by herself. Agencies are bigger impact than lobbyist when talking to legislators. Leslie needs more support from board, membership etc. to make impact. Need agencies to speak about what is important to them. Need personal stories to meet with local legislators to make the case. Needs engagement for massive lobbying engagement. We need a much bigger lobbying effort. Geoff-consider writing article that would go to NPR or Seattle Times. Get the news out there. Home health certificate of need – interesting conversation. Rule-making discussion will start in the next 60 days. 5828 is all that matters. **EDUCATION**: Amber: Pursue webinars and charge for those, revenue source. Telehealth sessions. Offering season ticket, buy 4 get 1 free, etc. Partnering webinars. Refining or planning conference offerings. Hiring practices and retention. Marketing education, robo calls, website, etc. Agency spotlights. Newsletter, some frequency from the board. Figure out who good contacts could be to get a newsletter blast to ensure clinical staff are informed. Re-do the membership application. Brainstorming to include texts, etc. Consider texting platform. Reassess form and add additional lines. **MEMBERSHIP**: Grow the committee. Consider regional champions. Finish the value proposition with using Leslie as a support. Affiliate memberships – is there a definition for them? How broad is it? How do we bolster affiliate memberships? Rachel and Marilou will do. Quarterly dues vs annual dues. Needs to be re-written into the bylaws. Twice a year membership appreciation. Identify regional champions. Currently we are possibly tapping into the wrong

		influencers. Sales versus operational. Need business development leaders. Get our information to more people. **PARKING LOT:** Pediatric home health. 1.2 remove from the strategic plan. Visit agencies in effort to recruit new members. 1.3 remove from the strategic plan. Conduct board outreach phone calls for recruitment. SB 5828 meet with legislators 4th quarter before Dec 15th.
Prioritize ideas for each Pillar: ● Payoff/Benefit: High or Low? ● Effort: Easy or Difficult? ● Vote on XX per group to put on plan	1:00	As a group, new items and ongoing tasks were prioritized and agreed on by the group. Members then voted on timing of when tasks need to be completed by colored dots. Tasks were then moved to overall timeline for 2019, 2020 and 2021.

Craft resolution recommendations in small groups: ● Issue ● Recommendation/Action steps (what, who, when) ● Benefit ● Resources to implement ● Timing ● Recommendation owner	1:30	Group pivoted and decided to create a WWW list as opposed to the format on the previous strategic plan, feeling they could more concisely see what they were responsible for and create a timeline for completion. WWW: On the annual membership application, add space for office space contacts and yes/no to a text. Email, title, cell phone number. Christine owner. Due Oct 1. WWW: Roadshow/membership education/education needs assessment. Melinda and Marylou owners. Create Q4, implement Q1. WWW: Define and promote member value/slick. Nate and Tammy, Leslie and Christine. By October 15th. WWW: Public policy meeting. To invite all members to the meeting. Christine. By October 8th. Send in newsletter next week. 8/25/19. WWW: Amend bylaws to accommodate affiliate membership regarding dues. Quarterly membership options. Needs to be done in 10 days. By 10/15/19. Christine/Marilou. WWW: Home health CON strategy. Donna. By 2/28/2020. WWW: Tap into business development to grow membership for committees/regional champions. Q1 2020 Nate and Tammi. WWW: Member appreciation weeks. Tammy. Q2 2020. WWW: Follow up meeting post spring conference to reassess and strategize the strategic plan. Christine/Marilou. By April or May 2020. Meet virtually in May.

		Strategize who is going to replace you when you are no longer on the board. WWW: Webinars, Telehealth, prioritize. By Q1 2010. Star ratings. Amber, Rachel and Gretchen. Alisa. WWW: Update mission and vision and marketing plan. October 18th meeting. Focus on the vision statement. All—submit vision or vote on your favorite. Need with slick. Christine to gather input and put on agenda. WWW: Virtual brown bag. Melinda Q1 2020. Developing podcast material and assigning speakers – Parking lot, education committee. WWWs instead of strategic plan format, can add resources later. Details created at the subcommittee level. Add pillar and people.
Report out to Group	2:15	Created together.
Next steps and Adjourn	2:50	Evaluate twice a year to see what needs to be changed. Are we sure that we want to stick to the timelines and the amount of work that needs to be done Q4 2019 and Q1 2020? All be accountable for work that was taken. If we want the viability to continue, then we all have to deliver. WWW: Instead of email notifications, Christine put on outlook calendar with reminder of upcoming up tasks for deliverables. Ongoing work not on www lists. Capture on strategic plan. WWW: Christine will publish when current terms are up.

		Marilou – in-person meeting in February? All agreed. February 21st in person meeting. Virtual meeting if need be for people who can't travel at that time of the year. Marilou – if you can't make the timeline, need to be transparent about it. Christine will send an Outlook meeting reminder for the target date. Rachel – Discussed spending. Needs to be more transparent. Need to know where the money is coming from.
Evaluation:		+ More organized. - More time for brainstorming was needed. - Rotate, do a gallery walk for brainstorming. Non-silo brainstorming. +Redesign of document is a plus. +Accountability is a plus. +Great venue. +Lunch and food were great. +Ability to pivot is a plus. +Two facilitators are helpful. -Time was too short for content. Different location (flights) would help. Do a day and a half instead. -Too much for 1 year, planning for 3 years is too hard. +Liked ice breaker.