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

Board Orientation

June 2026

Vision Statement

- We are inspired to position homecare services as a leader in Washington State.

Mission Statement

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

About HCAW

- Founded in 1968
- Two types of members:
  - Providers
  - Affiliates
- Five Committees:
  - Annual Meeting/Education
  - Membership
  - Policy
  - QAPI
  - Executive

What We Provide

Governing Documents

- Articles of Incorporation
  - Primary rules governing the management of a corporation and are filed with a state or other regulatory agency
- Bylaws
  - A rule governing the internal management of the organization. Bylaws cannot supersede local, state, or federal laws
- Mission Statement
  - Guides the Board and staff, and informs members, prospects, and other organizations as to the reason for your existence. The justification for the IRS to issue tax-exempt status.
- Board Policies
  - Interprets the governing documents and is usually maintained in the form of a policy manual

HCAW Policies and Procedures

- Investment Policy
- Records Retention Policy
- Social Media Policy
- Conflict of Interest Policy
- Whistleblower Policy
- Anti-Trust Guidelines
- Political Position Determination Policy
- Designated Spokesperson Policy
- PAC Policy

What is Public? What is Private?

- Public Information
  - Form 990
  - W9
  - Specific financial documents
  - Board meetings, meeting notices, and meeting minutes

- Private Information
  - Planning documents
  - Confidential material
  - Budget
  - Executive session notes
  - Donor list
  - Private addresses of Board members
  - Personnel files
  - Patient and client information

Board Member Responsibilities

1. Attend and participate in all board meetings
2. Establish policy for directing affairs of Association
3. Responsible for hiring, managing, & terminating Executive Director & Staff
4. Manage assets, prepare & adopt an annual budget
5. Communicate actions of the Board & Association's affairs to membership

Board Member Responsibilities

- Duty of Care
  - Board members must make reasonable decisions considering the circumstances, including guarding against loss or injury to HCAW, duty to vote, and act as a good steward of the organization.
- Duty of Loyalty
  - Board members owe undivided allegiance when making decisions affecting the organization. Never make decisions based on personal interests or personal gain. Board members must disclose conflicts of interest.
- Duty of Obedience
  - Make decisions and act in a way consistent with the mission and goals of HCAW. Once the Board has voted on a decision, all Board members should publicly support that decision.

Board Member Responsibilities

MOST IMPORTANT: BE CURIOUS!

- Your most important responsibility as a Board member is to be curious and be engaged. Ask what's going on, understand decisions that are being made, and be active in the conversation. There are no bad questions- especially as a new Board member!

Expectations of Board Members

- Attend monthly Board meetings (Online)
- Attend Strategic Planning Session (In-Person- January)
- Attend Annual Conference (In-Person- April)
- Participate on a Committee
- Encourage coworkers to get engaged, join committees, consider future Board positions

Board Meetings

- Review Board packet prior to meeting
- Follow Robert's Rules of Order
- Four Fundamental Guidelines:
  - The person running the meeting is in service to the group and the group is the final authority.
  - All members have equal rights, privileges, and obligations. To ensure this, no one may speak a second time until everyone who wishes to do so has spoken once.
  - Courtesy and respect are required at all times.
  - One thing at a time.

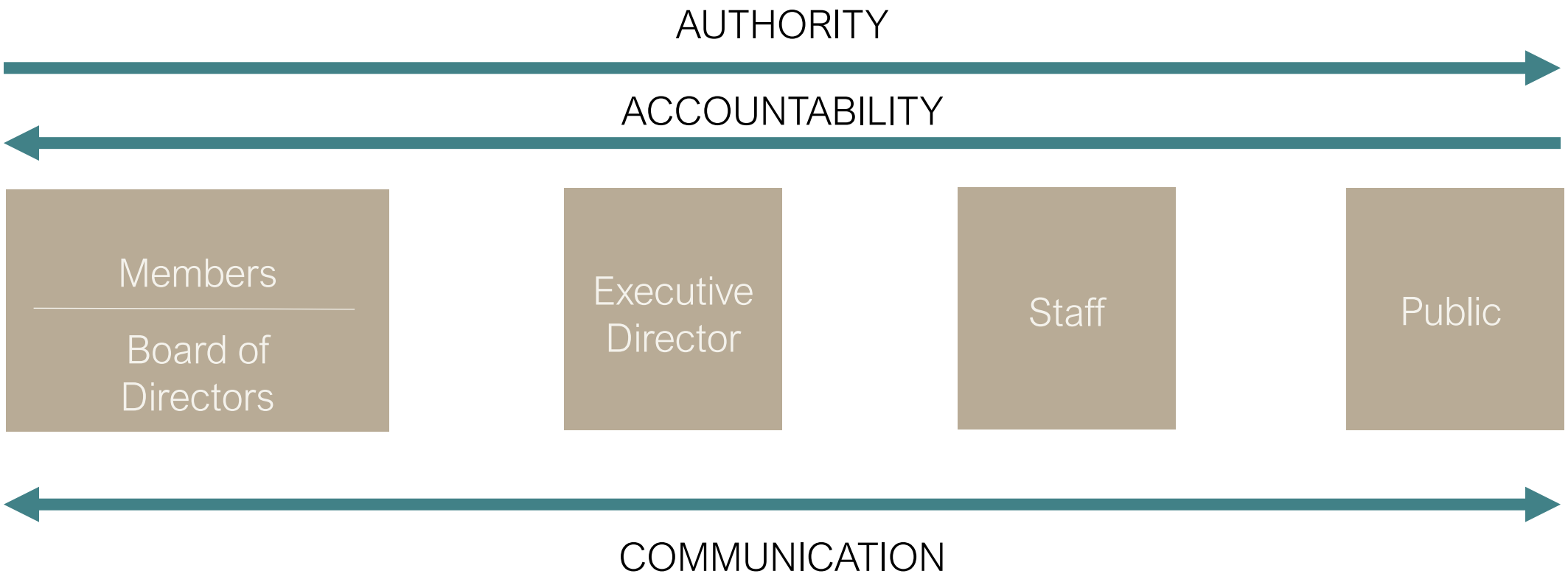
Board Responsibilities - Finances

- The Board develops an annual budget of anticipated income and approved expenses. The budget must be approved prior to July 1st each year. The budget is a living document, which can be changed with Board approval at any time.
- Each Board member is responsible for overseeing HCAW finances and resources, not just the Treasurer
- Stay informed of HCAW's financial status by reviewing monthly financial reports and asking questions

HCAW Finances

- HCAW is on July 1 - June 30 Fiscal Calendar
- HCAW is a 501(c)6
- Bank Accounts:
  - Utility Account – operating funds used for expenses throughout year
  - Money Market- “Rainy Day Account”
  - Political Action Campaign Account- All PAC donations and political contributions go through this account
  - Investments Account- Managed by Baird

Organizational Chart



Board Officers

PRESIDENT	PRESIDENT-ELECT	TREASURER	SECRETARY	PAST PRESIDENT
Jason Darling	Kelly Pajinag	Kelly Pajinag	Mirna Musun	Deb Strom

Staff

Marie Schmidt
Executive Director

- Provide support to Board, committees, consultants, members
- Performs organization day-to-day tasks
- Interface with membership
- Oversees annual budget in conjunction with Treasurer
- Oversees communications with members

Leslie Emerick
Public Policy Director

- Advocate on behalf of HCAW and members
- Advise on matters of policy, legislation, and regulation
- Educate members about legislative/regulatory processes and issues that impact the industry
- Prepare members to advocate and engage in legislative process

Lara Safar
Clinical Director

- Advocate on behalf of HCAW and members
- Serve as resource for members and the community
- Connect HCAW with other organizations with whom we can ally
- Focuses on federal issues and how they affect the in-home services community

Association Management Inc. (AMI)

- AMI is an Association Management Company
  - Provides support for over 70 non-profit associations
  - Contracts with HCAW for management, bookkeeping, marketing/communications, and conference planning
  - Serves as headquarters for HCAW storage, files, admin support, official address

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Strategic Plan

HCAW Core Pillars

Advocacy

Community

Education

Sustainability

Advocacy

- Ensure members have a voice at key industry meetings and report vital information to members
- Identify and track bills that impact our community
- Bring issues to the Public Policy Committee to develop consensus
- Testify on HCAW members' behalf
- HCAW PAC

Community

- HCAW.org – access to resources
- Quarterly QAPI Roundtables
- Social Media- LinkedIn, Facebook, Twitter
- “Ask Lara”
- Networking opportunities at in-person events
- Connect provider members with affiliate members

Education

- Annual Conference
- Monthly Webinars
- Monthly Newsletter
- OASIS Workshop
- Partner with RCTCLearn.net to offer complimentary education

Sustainability of HCAW

- Governing document oversight
- Succession planning and leadership development
- Strengthening HCAW by growing membership
- Developing community partnerships

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Thank You!