WE WILL IMPROVE QUALITY CARE.
- Achieve Quality Initiative goals:
  - Reduce SNF and NF hospitalizations by 15% or maintain rates <10%.
  - Increase discharges to community by 10% or maintain rate >70%.
  - Reduce staff turnover by 15% or maintain rate <40%.
  - Decrease antipsychotics by 30% from 2011 baseline.
  - Adopt the use of new AHCA quality measures (i.e., CoreQ satisfaction; improved function, unintended healthcare outcomes).
- Launch the next iteration of the AHCA/NCAL Quality Initiative.

WE WILL DELIVER SOLUTIONS FOR OUR MEMBERS TO ADAPT TO CHANGES IN THE MARKETPLACE.
- Establish strategic relationships with key Members of Congress.
  - Each member of House & Senate Leadership;
  - 90% of Senate Finance, Health Subcommittees of House Ways and Means, and House Energy & Commerce.
- Meet annual fundraising goals. The 2016 goals are $3.95 million in hard dollars and $2.0 million in soft dollars.

WE WILL BE A POWERFUL POLICY VOICE.
- Avoid cuts on Capitol Hill or from CMS.
- Proactively shape future payment models to protect members and beneficiaries.
- Proactively shape regulatory environment to help our members provide quality care in a more efficient manner.
- Ensure parity in treatment between fee for service and managed care organizations with regard to beneficiary protections and public reporting on spending and outcomes.

WE WILL BE A STRONG ORGANIZATION.
- Build and maintain a reserve of 50% of operating budget.
- Grow SNF membership to 1,125,000.
- Grow AL membership to 275,000.

IMPROVING LIVES by DELIVERING SOLUTIONS for QUALITY CARE