1. Improve the Quality of Care
2. Ensure the Economic Health of the Sector
3. Be a Powerful Policy & Political Voice
4. Be a Strong Organization

**Improve the Quality of Care**

Objectives:
- Increase in functional improvement outcomes as approved by the Board
- Increase the number of active Quality Award Recipients
  - 2017 was 2,288; 2018 was 2,311
  - 2019 will exceed prior year
- Increase CoreQ Submissions
  - 2018 was 10.4%
  - 2019 will increase to 15.6%

**Ensure the Economic Health of the Sector**

We will advocate for policies that increase margins or avoid cuts. Collectively, positive outcomes on the below objectives could impact margins by 4%.

Objectives:
- Attain full Medicare Market Basket increases annually
- Attain PDPM policy recommendations
- Avoid Medicare or Medicaid cuts on the Hill
- Develop an Administration strategy and get a response from HHS on observation stays
- Implement Board policy on state Medicaid efforts
- Ensure the implementation of final rule on requirements of participation
- Develop and attain Board approval for at least two new Medicare Advantage initiatives
- Launch Population Health Management Council and achieve participation of at least ten provider owned plans or affiliate organizations
- Congress does not regulate Assisted Living at the federal level

**Be a Powerful Policy & Political Voice**

Objective:
- Raise $4.4 million in hard and soft dollar donations

**Be a Strong Organization**

Objectives:
- Cash positive on operating basis
- Maintain net assets/Association reserves of at least 50% of operating budget
- Maintain current membership bed-count
- Launch PDPM training program and other training on ahaconcalED
- Provide solutions for workforce challenges
- Add new system enhancements to LTC Trend Tracker