VISIONING STRETCHES THE MINDS OF INNOVATIVE THINKERS

IMPLEMENTATION REQUIRES LEADERSHIP AND ACCEPTANCE TO CHANGE.
NAB’s Value Proposition

NAB is the impartial organization advancing public protection along the senior living and health services continuum through enhanced professional standards for Health Services Executives.

- NAB is the only organization that affords collaboration among State Board Executives and State Board Members for development of best practices, model standards and credentialing resources.
- NAB engages its members in shaping and influencing the Health Services Executive profession.
- NAB is the only organization that accredits Health Services Executive degree programs for colleges and universities.
- NAB is the only organization that assures that quality Continuing Education is relevant, practical and accessible to the greatest number of Health Services Executives.
- NAB has developed valid and defensible examinations for the Health Services Executive profession for more than four decades.
Visioning stretches the minds of innovative thinkers; implementation requires leadership and acceptance to change.

Over the past two years NAB has been fortunate to have a dedicated group of elected and appointed officers, committee chairs and vice chairs, standing committee members, staff and most importantly forward-thinking members at the state level.

In July of 2017, NAB launched its “New Vision for Leadership” and an entire suite of revised and new programs to support and make the vision a reality. Successful execution is the key to realization of a vision, and everyone associated with NAB accepted the challenge.

NAB’s new modular examination program based on the Professional Practice Analysis and the Health Services Executive (HSE™) model, expanded NAB’s scope of competency across all lines of senior living and health services leadership. The exam model has been successfully adopted in all states and is performing at a high level that is valid and defensible. The modular examination program offers expanded career path options, a broader base of competency for those who aspire to earn the HSE™ Qualification, and respects and supports existing pathways and state licensure requirements.

The HSE™ Qualification, NAB’s solution to portability, meets licensure requirements in states that have adopted the HSE™ standard across multiple lines of service. As of the 2019 Mid-Year meeting, held in November, 18 states had adopted the HSE™ standard, assuring that candidates applying for licensure in those states meet the three Es (Education, Experience, Examination) required to practice as a Nursing Home (NHA), Assisted Living (RCAL) and/or Home and Community Based Services (HCBS) Executive. Three states, Ohio, Nevada and Minnesota have established a new category of licensure, the HSE™ License, allowing practice along multiple lines of service with a single license. Eight to ten additional states are in the final stage of adoption which should put us close to or over 50% adoption by the close of 2020.

The CE registry has been a huge success with over 25,000 professionals holding a CE record at the end of 2019, with 6,133 programs approved and 207,706 CE certificates recorded. The CE Registry supports an efficient means of reporting earned CEs to NAB and program attendees, in addition to providing NAB state boards and agencies a tool for auditing and assuring CE compliance.

The NAB model AIT and Preceptor training programs are utilized in many states by AIT candidates, preceptors and state boards and agencies as a means of standardizing training programs and assuring a high-quality training experience.

The number of NAB accredited academic programs continues to grow and most programs have converted to the HSE™ standard. All new programs must meet the HSE™ standard prior to application and current NAB accredited programs will transition to the HSE™ accreditation model by 2021. NAB currently has 14 accredited programs with four active applicants expected to stand for accreditation in 2020.

The NAB Foundation is actively involved in Vision 2025 which is closely aligned with growing the number of NAB accredited programs to 25 viable programs collectively graduating 1,000 students by the year 2025.

We are breathless with excitement and proud of the hard work, support and commitment from all of you. However, we will not rest as we have begun moving forward, with the start of a new professional practice analysis (PPA) that will officially kick off in February of 2020. The PPA final report will be presented to the NAB Board of Governors at the October Annual Meeting. The Foundation of the NAB held a strategic planning session in August 2019 and the new NAB leadership team will engage in strategic visioning in August 2020. These initiatives will keep NAB in the forefront as the authority on licensing, credentialing and public protection in the field of senior living and health services.

We greatly appreciate the support and engagement of the NAB leadership team and members over the past year. 2020 has been challenging for all of us, however we look forward to engaging with all of you during our Virtual Annual Meeting in October 28-30. Thank you sincerely!
In 2019, NAB’s Health Services Executive (HSE™) program continued its nationwide expansion as the number of states accepting the HSE™ more than doubled. An additional eight states were added to those accepting the HSE™ bringing the total count to eighteen states. Out of the eight new states, Minnesota and Ohio joined Nevada in establishing a new licensure category so those administrators who hold the HSE™ qualification can apply for an LHSE license. NAB also congratulates Alabama, Georgia, Louisiana, South Dakota, Virginia, and Washington for their acceptance of the HSE™ through licensure by equivalency.

In 2019, NAB received a total of 51 HSE™ application submissions bringing the total number of applications to 471. The year 2019 also brought an additional 28 HSE™ qualified administrators bringing the total count to 241 health services and supports administrators.

NAB extends a sincere thanks to all the volunteers who have shaped the HSE™ program into one that will allow our most talented administrators to practice along the continuum of health services and supports, while addressing the issue of portability of licensure.
For over four decades, NAB has been charged with the development of valid and defensible national examinations for those professionals looking to enter the field of health services and supports administration. July 2017 ushered NAB into a new era of examinations with the launch of the modular exam experience to support the Health Services Executive (HSE™) qualification. These exams consist of four modules, The Core of Knowledge along with three specific Line of Service (LOS) examinations. The LOS exams, which consist of the Nursing Home (NHA), the Resident Care/Assisted Living (RCAL), and the Home and Community Based Services (HCBS) examinations, assess knowledge needed to proficiently lead a health services and supports community.

These exams have continued to flourish throughout 2019 with a total of 5,828 CORE and LOS exam modules completed. The table below outlines the 2019 data per exam module.

<table>
<thead>
<tr>
<th>Exam Type</th>
<th>Total Exam Taken</th>
<th>Percentage of Exams Taken</th>
<th>Exam Pass Rate Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Core of Knowledge</td>
<td>2,512</td>
<td>43%</td>
<td>85%</td>
</tr>
<tr>
<td>NHA Line of Service</td>
<td>2,785</td>
<td>48%</td>
<td>64%</td>
</tr>
<tr>
<td>RCAL Line of Service</td>
<td>473</td>
<td>8%</td>
<td>69%</td>
</tr>
<tr>
<td>HCBS Line of Service</td>
<td>58</td>
<td>1%</td>
<td>50%</td>
</tr>
</tbody>
</table>

In addition to the national examinations, NAB administers State-Based Licensing Exams (NSBL) in both NHA and RCAL on behalf of select state licensing boards and agencies. In 2019, NAB administered a total of 1,190 NSBL NHA/RCAL exams representing 11 states: Florida, Maryland, Michigan, Missouri, New Hampshire, Ohio, Oklahoma, Pennsylvania, South Carolina, Texas, and Wisconsin.

In conclusion, NAB would like to thank our dedicated volunteers who provide the subject matter expertise to ensure our exams are valid and legally defensible. These volunteers, who are demographically and geographically diverse as well as diverse in both professional experience and expertise, wrote and subsequently reviewed hundreds of questions for the Core and line of service item banks. Additionally, each of these questions were referenced from one or more of the NAB recommended study resources to ensure validity to current practices. Without their hard work, the NAB exams would not exist so thank you for your dedication to the profession!
The National Continuing Education (CE) Registry continues to grow as we enter the second year of mandatory reporting for long-term care administrators and NAB CE sponsors. As of December 31, 2019, the CE Registry had 25,395 active users, including individuals licensed by both NAB member and non-member regulatory boards. We are thankful to the CE Sponsors and our health services and supports administrators for taking on this learning curve with the NAB.

According to the 2019 state board survey, three states require the use of the CE Registry for licensure renewal in addition to the 19 states who voluntarily use the registry for renewals and CE audits. All state licensing boards have access to the CE Registry of administrators licensed within their jurisdiction. They can review a single CE Registry or retrieve multiple administrators records based on a license cycle.

In 2019, the National Continuing Education Review Service (NCERS) reviewed a total of 5,780 programs (4,230 in-person and 1,550 distance learning). NAB ended the 2019 calendar year with 385 sponsors, with the majority of these holding the standard sponsorship type. A CE provider sponsor survey was also conducted in 2019 to assess customer satisfaction. The feedback was very positive. Our sponsors provided the committee with constructive feedback on processes surrounding our CE Registry that the committee will take into consideration as the system continues to evolve.

Two sponsors were approved for Certified Sponsor status, bringing the total of active certified sponsors to 121. This status is granted to providers who are in good standing with NCERS for at least two years and have submitted a minimum of ten programs for review during this time period. The Continuing Education Committee also approved the Certified Sponsor renewal process that will begin in October 2020. The application for renewal will be completed online through the NABVerify system with no cost to renew. If approved, the sponsor’s Certified Sponsor status will be renewed for 5 years.

NAB had 56 volunteer reviewers that represent 24 states. We are beyond grateful for these volunteers! In April 2019, our NCERS reviewers met in Washington, DC for the bi-annual NCERS Reviewer Meeting. During this time, the group reviewed the NCERS policies and procedures as well as trained new reviewers in the NCERS system. The group spent time discussing how to become and remain a reviewer in good standing. These discussions were the catalyst for the CE Committee to redesign the NCERS Reviewer job description. One major change was the introduction of term limits for reviewers in order to align this process with that of other NAB committees. This updated process will allow reviewers to serve a five-year term upon renewal. Additionally, those reviewers who are in good standing with the NAB may be reappointed to serve three additional five-year consecutive terms. This new policy was approved during the November 2019 Mid-Year meeting.
The Continuing Education (CE) Committee met two times in 2019 during the NAB Annual Meeting in June and the Mid-Year Meeting in November. During this time, they approved four new fee structures including a $20.00 fee for those individuals who opt to use the CE Registry, but are not licensed by a NAB member board, $400.00 non-compliance reactivation fee for NCERS Sponsors whose membership was suspended due to failure to report administrator CEs to the registry, and a $100.00 late fee for additional sites. The committee also approved a tiered discount model on program fees for state affiliate associations. This discount model will provide state affiliates with program discounts based on their year-end revenue, as reported on their 990.

In June 2019, three institutions became HSE™ accredited when they converted from NHA to HSE™ accreditation. Western Kentucky University and Youngstown State University were accredited for another 5 years when they renewed and converted to an HSE™ program. Concordia College also became HSE™ accredited through a conversion application.

One of the goals within the 2018-2020 Strategic Plan for the Education Committee was to recruit and train Academic Accreditation Site Visitors. In November 2019, 11 site visitors attended a half-day site reviewer training led by Education Chair Kathie Will and Vice-Chair Keith Knapp. An interest meeting was also held in Las Vegas, where another 6 people expressed interest in attending future site reviewer trainings. The Education Committee also approved updates to both the site visitors application and job description, which included 3 years’ experience for both the academic and practitioner site visitor role. It was also recommended that job description be updated to include flexibility in the completion of the site visitor training, either in person or virtually.
April 2019 – NCERS Training – Washington, DC
Due to Hurricane Florence the National Continuing Education Review Service (NCERS) reviewer training, originally schedule for September 2018, was rescheduled to be held first week of April 2019. This reschedule just happened to be the perfect time to experience Washington, DC’s National Cherry Blossom Festival. Forty-nine reviewers attended the two-day training. NAB added 2 new reviewers who attended the new reviewer orientation along with those veteran individuals who wanted to brush up on NCERS policies and procedures.

June 2019 – Annual Meeting - Charleston, SC - Francis Marion Hotel
NAB’s Annual Meeting in June 2019 was an opportunity for members of the health services and supports profession to meet and discuss the progress of the HSE™ qualification program, revisions to the NCERS program, and the work to promote NAB.

The announcement was made that seven additional states are accepting the HSE™ qualification, with work continuing with other states to accept the qualification by various means. There were also three universities who were granted HSE™ accreditation. To help improve sponsors’ attendance reporting rate, as well as encourage them to submit additional program sites prior to them being held, fees were passed to reinforce to sponsors the importance of adhering to current policy. The Member Relations and Outreach committee announced that ambassadors will be designated to help increase involvement of state associations with NAB. Lisa Hahn, NAB Chair, also encouraged state boards to share information with each other to help increase the acceptance of the HSE™ and offered NAB’s help to increase communications.

An educational session was facilitated by David E. Brown, D.C., the Director of the Virginia Department of Health Professions, and Elizabeth Carter, Ph.D., the Director for the Virginia Department of Health Professions Healthcare Workforce Data Center. Their session titled, “Trends in Long Term Care: A Report from Virginia’s Healthcare Workforce Data Center” discussed Virginia’s efforts to survey their board’s licensed workforce and how the demographics of health services and supports professionals compared with the rest of the surveyed population, as well as the future workforce’s expectations and desires.

November 2019 – Mid-Year Meeting - Las Vegas, NV
Would a trip to Las Vegas be complete without a sighting of Lady Gaga, Britney Spears, or Liberace? All three and many more stars were present at NAB’s Mid-Year meeting social event in November. Health services and supports executives, academics, state board members, and state executives attended various committee meetings at the Park MGM.

The Member Relations and Outreach committee announced that over 25,000 individuals have
NAB created a CE Registry, as well as their plans to work on NAB’s social media presence to bring attention to NAB’s various programs along with recognition to those leaders making a difference in the profession. The Continuing Education committee discussed the sponsor satisfaction survey results, as well as suggestions for improvements. Particulars were established for sponsor and academic accreditation reviewers, in terms of the appointment process and qualifications. An incentive for sponsors with multiple state affiliates was passed which offers a discounted fee to smaller affiliates as encouragement to become an NCERS sponsor. There was both an interest meeting and training for academic accreditation site reviewers in preparation to grow the number of accredited schools in the future.

Dale Atkinson, Executive Director, Federation of Associations of Regulatory Boards (FARB), delivered a presentation on “Professional Competence and Accountability for Public Protection.” He discussed governmental involvement with professional licensing and potential future changes regulatory agencies might see while continuing to ensure public protection. He reviewed NAB’s mission, value proposition, and bylaws how they fit into the regulatory framework at many levels. He also encouraged attendees to seize opportunities and question the status quo.

In 2019, we saw continued growth and increased engagement on our social media channels. NAB’s Facebook page saw a 132% increase in followers, and our Twitter followers grew by 43%.

Our top-performing content continues to be our #FridayFeatures highlighting recent Health Services Executives. We look forward to increasing the frequency of these posts and sharing these individual’s accomplishments!

Additionally, we reevaluated our LinkedIn strategy in order to better utilize the platform. We began promoting our new NAB company page and encouraged people connected with the previous one to like and follow the new one. This move will allow NAB to create targeted campaigns, access data and analytics, and better communicate with members and senior living and health services professionals. The team looks forward to diving deeper in 2020 to promote various NAB resources and initiatives like the Health Services Executive HSE™ credential.

As a reminder, we are always open to new topics and content for our social media channels. Feel free to reach out or submit an idea here.

Be sure to follow us and engage with our posts!
The NAB Foundation (NABF), a 501(c)3 organization, serves to Advance Quality Leadership Through Support of: Education, Research, Activities and Collaborations.

Following the commitment to become a supporting organization of Vision 2025 in 2018, Chairman Delvin Zook, Trustees Keith Knapp and Steve Chies, and President and CEO Randy Lindner actively engaged with the Vision 2025 Steering Committee to plan and represent the Foundation at the first Vision 2025 Symposium in Chicago in July of 2019.

The Symposium brought together over 130 academic and industry leaders from diverse and varying backgrounds to set an agenda for a new landscape of senior leadership programs at colleges and universities across the country.

The following set of recommendations are the basis and foundation for the next steps:

1. Development of an infrastructure and funding model for the effort.
2. Production of a directory of programs, including criteria and curriculum.
3. Assessment and promotion of paid, quality internships, or “fellowships/residencies.”
4. Support a focused study with partners to be able to report supply and demand.
5. Articulate the needs for greater clarity with career pathways.
6. Encourage intentional growth of partnerships between providers and universities.
7. Secure commitment of university leadership.

This set of recommendations has been endorsed by the steering committee and all of the sponsoring organizations with a commitment to see them through going forward. The spirit of optimism surrounding this initiative is both exciting and encouraging. Collaboration is key to address our society’s growing need to recruit and retain talented professionals to lead future senior living communities. The individuals that this profession serves depend on our efforts. The enhancement and expansion of University based programs across this country is an effort that requires a shared approach, and VISION 2025 was the right first step.

The goal of Vision 2025 is to advance a national strategy to enhance and expand robust and strong health services and senior living executive degree programs.

NABF continued to co-sponsor the National Emerging Leadership Summit for Healthcare Administrators in Aging Services (NELS). NELS celebrated its 10th Anniversary in July of 2019 and expanded the program by an additional day to include NELS alumni from the past 10 years to reflect on how NELS had impacted their careers and provide an opportunity to share and interact with a new class of first time NELS participants.

The purpose of NELS is for professionals in health and aging services to engage with fellow emerging leaders in an unrivaled opportunity to strategize, advocate, connect, and innovate the future of the health and aging services executive profession.

In August of 2019, Foundation Trustees engaged in a business model canvas session to revisit its purpose and future strategy. The outcome of this engagement provides a focused roadmap for the next few years with one primary goal: Advancing Quality Leadership Through Support of: Education, Research, Activities and Collaborations.
NAB’s major programs and services revenue declined in most categories in FY 2019, with most exam programs experiencing lower candidate exam administration. Fortunately, NAB’s exam program costs also decreased significantly in 2019 due to lower contract fees and no special meeting requirements which kept travel expenses lower than in 2018.

NCERS revenues continued to grow and we are continually investing in technology upgrades to better serve our CE sponsors. Investment performance was strong and NAB was able to contribute the budgeted amount to reserves, make an additional contribution to the Foundation and a special fund to support our 50th Anniversary celebration in 2020.

NAB’s major programs and services continue to provide a diverse source of revenue, allowing NAB to keep member dues at less than three percent (3%) of annual revenue, compared to association industry averages of forty percent. The many changes made to both existing and new NAB programs after the launch of the 2015 PPA, followed by the HSE™ qualification in 2017 continue to run seamless. For the first time in the history of the launch of the RCAL exam (apart from the year Virginia mandated licensure which was an income aberration) revenues exceeded expenses. The new component exam model has lowered the cost of exam development and administration for all exam programs. With a few exceptions, NAB’s programs continue to generate positive cash flow to support NAB’s operations, member services and program development.

NAB REVENUE AND EXPENSES
NAB Would Like to Thank Our Leadership Team for Their Invaluable Contributions in 2019:

Lisa Hahn (Virginia)—Chairman
Mary Ellen Wilkinson (Nevada)—Chair-Elect, Bylaws Committee Chair
Gaylord “Z” Thomas (Oklahoma)—Treasurer
Michael Hickey (Washington)—Secretary
Delvin Zook (Oregon)—Immediate Past Chairman, NAB Foundation Chair
Eric Hadley (South Carolina)—Continuing Education Committee Co-Chair
Jennifer Johns-Artisensi (Wisconsin)—Continuing Education Committee Co-Chair
Kathie Will (Ohio)—Education Committee Chair
Keith Knapp (Kentucky)—Education Committee Vice Chair
Denise Boudreau Scott (New Jersey)—Member Relations and Outreach Committee Chair
Jody DePriest (Louisiana)—Member Relations and Outreach Committee Vice Chair
Peggy Krikava (North Dakota)—State Governance and Regulatory Issues Committee Chair
Katrina Magdon (Alabama)—State Governance and Regulatory Issues Committee Vice Chair
Randy D. Snyder (Minnesota)—Credentialing Commission Co-Chair
Margaret McConnell (Nevada)—Credentialing Commission Co-Chair
Philip Jean (Massachusetts)—Examinations Committee Chair
Michael Coury (Ohio)—Examinations Committee Vice Chair
Katrina Magdon (Alabama)—NHA Examination Committee Chair
Bryan Bee (Wisconsin)—NHA Examination Committee Vice Chair
Douglas Sinclair (Nevada)—RCAL Examination Subcommittee Chair
Susan Hunter (Oregon)—RCAL Examination Subcommittee Vice Chair
Katie Davis (Minnesota)—HCBS Examination Subcommittee Chair
Ben Higgins (Virginia)—HCBS Examination Subcommittee Vice Chair
John Hogan (Oregon)—Bylaws Committee Vice Chair
Donna Alexander (Ohio)—Academic Forum Convener
Sarah Doctor Greenwade (South Carolina)—State Board Member Forum Convener
Deb Veley (Ohio)—State Executive Forum Convener
Sharon Parver (District of Columbia)—NCERS Forum Convener

NAB Staff
Randy L. Lindner—President and CEO
Michelle Grachek—Chief Operating Officer (COO)
Julie Elfand—Senior Director of Meetings
Kristi Wolford—Program Manager
Lisa Longfellow—Program Manager
Nerissa Hart—Associate