

MHCA Board Meeting

July 21, 2016 9:00 am – 3:00 pm

MHCA Office 2550 University Ave W., Suite 350 South, Conference Room D St. Paul, MN 55114

Time	Item	Topic, Presenter	Туре	Supporting Documents
9:00 am	١.	Call to Order & Appoint Minute Taker Jay Jones	Action	
9:00 am	11.	Approval of Minutes	Action	Minutes
9:00 am	III.	Approval of Agenda	Action	
9:05 am	IV.	Treasurer Report Austin Figge	Action	June Report
9:15 am	v.	 Team Reports A. Clinical Quality – Sue Morgan B. Education – Kathy C. Legislative – Jay Jones D. MA – Kim Olson E. Medicare Team- Denise Edgett F. Membership – Linda Hespe G. Survey/Regulatory – Lisa Fowler H. Rehabilitation – Austin Figge 	Information	
9:30	VI.	MHCA Team appointments Kathy Messerli	Action	Team Roster
9:45 am	VII.	Education Update Allison Kindseth A. 2016 Policy Conference update B. 2016 Annual Meeting evaluations C. 2018 Annual Meeting D. 2016 Education Events	Information	Evaluation Summary Site Selection
10:30 am	VIII.	MHCA Staff Proposal Kathy Messerli	Action	Staff Proposal
11:00 am	IX.	Advocacy A. Congressional Visits Report B. Payment Reform	Information/Discussion	

Noon	Х.	Lunch		
12:30	XI.	Home Care 101 Video	Discussion	
pm				
12:45	XII.	Executive Director Updates	Information	
pm		Kathy Messerli		
		A. Membership Report		Membership Report
		B. Board Retreat Update		
		C. Workforce Task Force Update		
		D. Employment Hotline Update		
		E. Dues Analysis Update		
		F. NAHC Update		
		G. Sick Leave Update		
1:30	XIII.	Open Discussion/Additional Topics	Discussion	
pm				
2:00	XIV.	Adjourn	Action	
pm				

Next Meeting: September 29 – 30, 2016 Location TBD



Board of Directors Meeting Minutes

Team:MHCA Board of DirectorsDate:5/10/2016Time:2:00 pmLocation:Pre-conference 2100 Arrowwood Lane, Alexandria, MN 56308

The Voice of Home Care

ATTENDANCE									
Jan Usset Chair	⊠ In Person □ On Phone	Lisa Fowler	⊠ In Person □ On Phone	Kim Olson	⊠ In Person □ On Phone	Kathy Messerli	⊠ In Person □ On Phone	☐ In Person ☐ On Phone	
Jay Jones Vice Chair	⊠ In Person □ On Phone	Denise Edgett	⊠ In Person □ On Phone	Linda Hespe (recorder)	⊠ In Person □ On Phone		☐ In Person ☐ On Phone	□ In Person □ On Phone	
Austin Figge (absent) Treasurer	☐ In Person ☐ On Phone	Sue Morgan	⊠ In Person □ On Phone	Andrea Jung	⊠ In Person □ On Phone		☐ In Person ☐ On Phone	☐ In Person ☐ On Phone	

TOPIC	DISCUSSION/FINDINGS	CONCLUSION/ACTION/FOLLOWUP
Call to order; Approval of Minutes and Agenda	Jan Usset, BOD chair called the meeting to order 4:16 pm. Agenda change to move education report / Allison to end of meeting.	March minutes reviewed and approved as written. Jay made motion to approve, Kim second. All in favor. Agenda approved with change to move education report / Allison to end of meeting. Denise made motion to approve, Jay second. All in favor.
Treasurer Report	Austin unable to attend meeting. Treasurer report reviewed. Brief report by Kathy. We are ahead of moving budget by \$8000. Annual meeting attendance down with 195 registered as of yesterday with last year at 250. Net loss of \$10,000 is anticipated. Planning a survey after meeting to ty to pinpoint some ideas on reason for low attendance.	Treasurer report reviewed. Andrea made a motion to approve. Denise second
Nominating Committee report	 Jan: Officer election. Jay will become Chair at end of annual meeting. Kim will assume Vice Chair. Austin continues as Treasurer. Austin will continue treasurer but his term ends after this 3 year term and then will need replacement as he is ineligible to run for board after this. The replacement must be on the finance committee 1 year before becoming treasurer. Discussion of eligible board members to join finance committee to become treasurer. No commitments from present members. 	Approval of nonimated officers and call for finance committee member. Motion to approve by Lisa. Denise second. Discussion on retreat priorities and recommendation of speaker to stimulate discussion. Motion to approve by Lisa. Denise second. Agreed by all that outside forward thinking speaker stimulates good discussion and plan for strategy.

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TOPIC	DISCUSSION/FINDINGS	CONCLUSION/ACTION/FOLLOWUP
	 Board Retreat in September. Retreat topics reviewed with priorities a. Membership b. Advocacy/policy future as it affects association membership c. Star ratings will include patient satisfaction. Minnesota was ranked 48th in US in star rating so this is priority on raising ranking 	
Team Reports	Clinical Quality – Sue: Working on presentation. Reviewing Ability opportunity to analyze outcomes for Star Reports/ Education—Kathy: Annual meeting update by Allison later in meeting Legislative—Jay: 5% / Best Life Alliance put aside for bonding and transportation MA team—Kim: DHS representative is out and about verifying physical locations of agencies. Have found fraud with no physical location in other states and verifying with pictures and talking to staff. Medicare—Denise: Annual meeting presentation. Membership—Linda: Non-Member calls placed. Noting that agencies are closing and merging. Will be looking at dues structure. This committee continuing through the summer, with new team taking over this fall. Rehab Team—Kathy: working on presentation	Information
Workforce Initiative	 A. LeadingAge Council B. MHCA Task force a. See Task force proposal. Membership of the task force discussed. b. LeadingAge and MHCA will each have a member on each other's Council/Task Force but will not merge focus. c. LeadingAge has Council meeting May 24th with Conference to address workforce on May 25th. Kathy will represent MHCA initially and may request member representation as needed. 	Task Force proposal reviewed. Kim made motion to approve, Linda second. All in favor.
MHCA policies	Policy statement papers reviewed. Changes reviewed by Kathy. Amended to update some sections. See Policies.	Information
ED update	Membership report. Handout reviewed	

TOPIC	DISCUSSION/FINDINGS	CONCLUSION/ACTION/FOLLOWUP
	 PCA fraud issue. DHS follow-up meeting, looking at task force. Collecting issues to address. VA issue- contracting with Healthnet who is not paying providers or coverage as needed. Policy conference in November - Cathy Barr has agreed to be keynote Employment Law hotline. Jackson Lewis firm has employment hotline they would offer to members for 15-20 minute free consultations on wage, hour, safety, etc. These would not be considered official legal counsel. Board liked idea but Kathy will get RFP and references for other vendors as well before moving forward. Sick leave update: St. Paul & Mpls moving forward with discussions. MN legislature may be passing bill that cities can't overrule state. 	
Education Update	 Allison/Kathy updated BOD Preconference registered = 100. (2015 was 148 but free) Attendees as of today = 200. (2015 was 243) Exhibitors = 43. (2015 was 42) Sponsors = 6. (2015 was 7) Event (\$13,820 behind budget but will make up some cost with lower food costs with lower attendance. Other Education items Members asked about low attendance of education (workshops and conferences). Cited reasons included: Budget cuts Schedules busy Inconvenient location Not realizing webinars can be viewed by multiple staff 	Approval to support both letters. Anne made motion, Kim second. All in favor.
Adjourn	Meeting adjourned 5:50 pm	Denise made motion to adjourn and Susan second. All in favor.

NEXT ME	ETING DATE	
Date:	July 21, 2016	

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Time:	9:00 AM
Location:	MHCA office

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Mission: MHCA represents and supports Minnesota home care providers committed to high quality home care services Vision: MHCA will shape the home care landscape to improve and sustain quality home care services 1711 West County Road B, Suite 211S | St. Paul, MN 55113 | P: 651.635.0607 | F: 651.635.0043 | www.mnhomecare.org

Minnesota HomeCare Association Balance Sheet As of June 30, 2016

		Jun 30, 16	
ASSETS			
Current Assets			
Total Chec	king/Savings	312,802.96	
Total Acco	unts Receivable	11,518.52	
Other Curr	ent Assets		
Total	1200 · Mutual Funds-Reserve Account	408,032.73	
1499 ·	Undeposited Funds	1,882.75	
2500 ·	Prepaid Expenses	657.00	
Total Othe	r Current Assets	410,572.48	
Total Current A	ssets	734,893.96	
Fixed Assets			
1300 · Offi	ce Equipment & Furniture	100,940.02	
1310 · Acc	umulated Depreciation	-94,470.15	
Total Fixed Ass	sets	6,469.87	
TOTAL ASSETS		741,363.83	
LIABILITIES & EQU	ITY		
Liabilities			
Current Lia	abilities		
Total	Accounts Payable	9,832.17	
Other	Current Liabilities		
3	500 · Accrued Vacation	2,192.53	
3	510 · Accrues Payroll	8,213.94	
T	otal 3600 · Deferred Revenue - Member Dues	208,943.10	
38	801 · *Sales Tax Payable	5.00	
Total	Other Current Liabilities	219,354.57	
Total Curre	ent Liabilities	229,186.74	
Total Liabilities	3	229,186.74	
Equity			
1600 · Reta	ained Earnings	467,206.79	
Net Incom	e	44,970.30	
Total Equity		512,177.09	
TOTAL LIABILITIES	& EQUITY	741,363.83	

Minnesota HomeCare Association Profit & Loss Budget Performance June 2016

Jun 16 Budget \$ Over Budget Income Total 2200 · Investment Income 2,047.48 Total 4000 · Membership Dues 34,823.89 34,844.59 -20.70 4100 · Event Income 4110 · Annual Meeting 4111 · Conference Registrations -220.00 -220.00 0.00 -390.00 0.00 -390.00 4112 · Exhibitor/Sponsor Registration 4110 · Annual Meeting - Other 0.00 Total 4110 · Annual Meeting -610.00 0.00 -610.00 Total 4120 · Fall Conference 1,000.00 0.00 1,000.00 4130 · Education Seminars/Webinars 5,396.00 6,743.75 -1,347.75 Total 4140 · Future of HC Conference 0.00 0.00 0.00 Total 4100 · Event Income 5,786.00 6,743.75 -957.75 4200 · Sales 4202 · Merchandise Sales 0.00 0.00 0.00 4203 · Revenue Share 0.00 4205 · Non-Dues Revenue 0.00 0.00 0.00 0.00 0.00 Total 4200 · Sales 0.00 0.00 4300 · Other (Misc) Income 42,657.37 41,588.34 1,069.03 **Total Income Gross Profit** 42,657.37 1,069.03 41,588.34 Expense 7000 · Other (Misc) Expenses 0.00 83.33 -83.33 0.00 -320.00 7100 · Merchandise Expenses 320.00 7200 · Event Expenses 0.00 46,577.70 7210 · Annual Meeting Expenses 46,577.70 7220 · Fall Conference Expenses 0.00 0.00 0.00 7230 · Education Seminars/Webinars 1,500.00 4,657.33 -3,157.33 7240 · Future of HC Conf. Expenses 0.00 0.00 0.00 43,420.37 Total 7200 · Event Expenses 48,077.70 4,657.33 -12,790.59 Total 7300 · Operations Expenses 37,354.73 50,145.32 55,205.98 85,432.43 30,226.45 Total Expense Net Income -42,775.06 -13,617.64 -29,157.42

Minnesota HomeCare Association Profit & Loss Budget Performance June 2016

		Jan - Jun 16	YTD Budget	\$ Over Budget	Annual Budget
Incon	ne			+ • • • • = • • g• •	j.
	Fotal 2200 · Investment Income	15,005.10			
	Fotal 4000 · Membership Dues	189,680.98	209,067.46	-19,386.48	418,135.
	4100 · Event Income	,			,
	4110 · Annual Meeting				
	4111 · Conference Registrations	78,720.00	93,500.00	-14,780.00	93,500
	4112 · Exhibitor/Sponsor Registration	36,545.00	40,000.00	-3,455.00	40,000
	4110 · Annual Meeting - Other	100.00	,	-,	
	Total 4110 · Annual Meeting	115,365.00	133,500.00	-18,135.00	133,500
	Total 4120 · Fall Conference	1,000.00	0.00	1,000.00	
	4130 · Education Seminars/Webinars	34,624.00	34,837.50	-213.50	
	Total 4140 · Future of HC Conference	22,085.00	29,500.00	-7,415.00	· · · · ·
г	Fotal 4100 · Event Income	173,074.00	197,837.50	-24.763.50	
	1200 · Sales		,	,. co.co	
	4202 · Merchandise Sales	1,761.00	0.00	1,761.00	800
	4203 · Revenue Share	441.32		.,	
	4205 · Non-Dues Revenue	1,908.00	4,000.00	-2,092.00	8,000
г	Fotal 4200 · Sales	4,110.32	4,000.00	110.32	8,800
	4300 · Other (Misc) Income	2,456.80	.,		
	Income	384,327.20	410,904.96	-26,577.76	727,960
Gross Pro		384,327.20	410,904.96	-26,577.76	
Expe		001,021.20	110,001.00	20,077170	121,000
	7000 · Other (Misc) Expenses	1,139.79	1,500.02	-360.23	2,000
	7100 · Merchandise Expenses	0.00	320.00	-320.00	,
	7200 · Event Expenses				
	7210 Annual Meeting Expenses	59,386.27	68,543.00	-9,156.73	68,543
	7220 · Fall Conference Expenses	100.00	0.00	100.00	27,064
	7230 · Education Seminars/Webinars	15,750.37	18,783.62	-3,033.25	54,611
	7240 · Future of HC Conf. Expenses	12,336.67	17,841.00	-5,504.33	
T I	Fotal 7200 · Event Expenses	87,573.31	105,167.62	-17,594.31	168,059
	Fotal 7300 · Operations Expenses	250,643.80	280,721.02	-30,077.22	
	Expense	339,356.90	387,708.66	-48,351.76	
Income	P	44,970.30	23,196.30	21,774.00	

Minnesota HomeCare Association Profit & Loss Prev Year Comparison January through June 2016

	Jan - Jun 16	Jan - Jun 15	\$ Change	% Change
Income			€ enange	,o enange
2185 · Bad Debt Expense	0.00	-1,212.96	1,212.96	100.0
Total 2200 · Investment Income	15,005.10	6,325.51	8,679.59	137.22
Total 4000 · Membership Dues	189,680.98	205,717.68	-16,036.70	-7.8
4100 · Event Income				
4110 · Annual Meeting				
4111 · Conference Registrations	78,720.00	90,466.71	-11,746.71	-12.9
4112 · Exhibitor/Sponsor Registration	36,545.00	37,550.00	-1,005.00	-2.6
4110 · Annual Meeting - Other	100.00	0.00	100.00	100.
Total 4110 · Annual Meeting	115,365.00	128,016.71	-12,651.71	-9.8
Total 4120 · Fall Conference	1,000.00	0.00	1,000.00	100.
4130 · Education Seminars/Webinars	34,624.00	59,986.00	-25,362.00	-42.2
Total 4140 · Future of HC Conference	22,085.00	0.00	22,085.00	100.
Total 4100 · Event Income	173,074.00	188,002.71	-14,928.71	-7.9
4200 · Sales				
4202 · Merchandise Sales	1,761.00	0.00	1,761.00	100.
4203 · Revenue Share	441.32	28.50	412.82	1,448.4
4204 · Advertisement	0.00	4,050.00	-4,050.00	-100.
4205 · Non-Dues Revenue	1,908.00	5,643.72	-3,735.72	-66.1
Total 4200 Sales	4,110.32	9,722.22	-5,611.90	-57.7
4300 · Other (Misc) Income	2,456.80	2.00	2,454.80	122,740.
Total Income	384,327.20	408,557.16	-24,229.96	-5.9
Gross Profit	384,327.20	408,557.16	-24,229.96	-5.9
Expense				
7000 · Other (Misc) Expenses	1,139.79	8.57	1,131.22	13,199.7
7200 · Event Expenses				
7210 · Annual Meeting Expenses	59,386.27	69,379.96	-9,993.69	-14.
7220 · Fall Conference Expenses	100.00	140.42	-40.42	-28.7
7230 · Education Seminars/Webinars	15,750.37	26,038.94	-10,288.57	-39.5
7240 · Future of HC Conf. Expenses	12,336.67	0.00	12,336.67	100
Total 7200 · Event Expenses	87,573.31	95,559.32	-7,986.01	-8.3
Total 7300 · Operations Expenses	250,643.80	243,917.21	6,726.59	2.7
Total Expense	339,356.90	339,485.10	-128.20	-0.0
t Income	44,970.30	69,072.06	-24,101.76	-34.8

Clinical Quality Team Roster

	А	В	E	J	К	L
1	First Name	Last Name	Agency	R	Leadership	Assigned
2	Susan	Morgan	Accra		Board Liaison	
3	Mary	Fraser	Allina Health Home Health	5	Chair	Clinical Quality
4	Kristen	Husen	CentraCare Health Home Care & Hospice	4	Co-Chair	Clinical Quality
5	Connie	Dreyer	МНСА		Nurse Consultant	
6	Allison	Kindseth	МНСА		Staff Liaison	
7	Jodi	Ciemny	Abode Hospice and Homecare of MN	5		Clinical Quality
8	Michelle	Enger	Guardian Angels Elim Home Care	4		Clinical Quality
9	Krsitine	Erickson	Hennepin Healthcare Systems, Inc. dba MVNA	5		Clinical Quality
10	Patricia	French	Benedictine Home Health	3		Clinical Quality
11	Sarah	Gennes	HealthStar Home Health	1		MA / Clinical Quality
12	Jani	Helm	Knute Nelson Home Care and Hospice	4		Clinical Quality
13	Jerri	Hiniker	Stratis Health	5		Clinical Quality / Education
14	Bonnie	Johnson	Lakewood Health System Home Care & Hospice	4		Medicare / Clinical Quality
15	Susan	Kirby	Fairview Home Care & Hospice	5		Clinical Quality
16	Kaitlin	Olson	Lake Region Home Health	6		Clinical Quality
17	Angie	Oujiri	Fairview Home Care & Hospice	5		Clinical Quality
18	Stephanie	Thiede	Optage Home Care / Presbyterian Homes Homecare	5		Clinical Quality
19	Katie	Troumbly	Grand Itasca Clinic and Hospital Home Care	2		Clinical Quality / Membership

Education Advisory Group Roster

	А	В	E	J	К	L
1	First Name	Last Name	Agency	R	Leadership	Assigned
2	Jan	Usset	Allina		Board Liaison	
3	Allison	Kindseth	МНСА	5	Staff Liaison	
4	Pat	Chamberlain	HealthEast Home Care	5		Education
5	Jarod	Champeaux	Heartland PCA, LLC	2		MA / Education
6	Julie	Endres-Spray	Hennepin Healthcare Systems, Inc. dba MVNA	5		Education
7	Judy	Giel	Pediatric Home Service (PHS)	5		Education
8	Jerri	Hiniker	Stratis Health	5		Clinical Quality / Education
9	Stephanie	Keppers-Anderson	St. Luke's Home Health Services	2		Education
10	Steve	Schulz	New Dimensions Home Health Care	3		Legislative / Education
11	Sue	Sheppard	Fairview Home Care & Hospice	5		Education
12	Lores	Vlaminck	МНСА	5		Education

Legislative Team Roster

	А	В	E	J	К	L
1	First Name	Last Name	Agency	R	Leadership	Assigned
2	Kim	Olson	Lake Region Home Health		Board Liaison	
3	Vicki	Gerrits	Accra	5	Chair	Legislative
4	Kathy	Messerli	MHCA		Staff Liaison	
5	Angela	Aanenson	Perham Living Home Care	3		Legislative
6	Bill	Amberg	Peditaric Home Service	5		Legislative
7	April	Boxeth	Voigt, Rode & Boxeth, LLC	5		Legislative
8	Konnie	Evans	Knute Nelson Home Care and Hospice	4		Legislative
9	Lisa	Fowler	BAYADA Home Health Care	5		Legislative
10	Staci	Grattan	Grattan Private Duty Nursing Inc & Grattan Healthcare Inc. PCA	2		Legislative / MA
11	Pat	Hanks	Stanley Jones & Associates, Inc.	7		Legislative
12	Shari	Howland	Integrated Home Care	5		Legislative
13	Barbara	Jezorski	HealthStar Home Health	5		Legislative / Membership
14	Steve	Schulz	New Dimensions Home Health Care	3		Legislative / Education
15	John (Skip)	Valusek	In-Home Lab Connection dba IHLC Homecare	5		MA / Legislative
16	Scott	Wilts	Allina Health Home Health	5		Legislative

MA Team Roster

	А	В	E	J	К	L
1	First Name	Last Name	Agency	R	Leadership	Assigned
2	Lisa	Fowler	Bayada		Board Liaison	
3	Jane	Vujovich	Accra Care, Inc.	3	Chair	MA
4	Kathy	Messerli	МНСА		Staff Liaison	
5	Pam	Brede	Divine Home Care, Inc	6		MA
6	Jarod	Champeaux	Heartland PCA, LLC	2		MA / Education
7	Marissa	Feely	Alliance Health Services	5		MA
8	Sarah	Gennes	HealthStar Home Health	1		MA / Clinical Quality
9	Leah	Gosch	Pediatric Home Service (PHS)	4		MA
10	Staci	Grattan	Grattan Private Duty Nursing Inc & Grattan Healthcare Inc. PCA	2		Legislative / MA
11	Jeanette	Mefford	Mefford, Knutson & Assoc.Inc	5		MA
12	Marlene	Seerup	Fairview Home Care & Hospice	5		MA
13	John (Skip)	Valusek	In-Home Lab Connection dba IHLC Homecare	5		MA / Legislative
14	Rochelle	Wodarz	Accra Care, Inc.	5		MA

Medicare Team Roster

	A	В	E	J	К	L
1	First Name	Last Name	Agency	R	Leadership	Assigned
2	Denise	Edgett	Integrated Home Care		Board Liaison	
3	Nichole	Gruis Diekmann	Mayo Clinic Health System - Red Wing	7	Chair	Medicare
4	Comm.	Manager	MHCA		Staff Liaison	
5	Jenny	Ammons	Optage Home Care / Presbyterian Homes Homecare	5		Medicare
6	Vickie	Brand	HealthEast Home Care	5		Medicare / Survey & Reg.
7	Jessica	Downs	HealthStar Home Health	5		Medicare
8	Bekki	Drewlo	Fairview Lakes HomeCaring & Hospice	4		Medicare
9	Dori	Finch	Volunteers of America	5		Medicare
10	Barb	January	Prairie River Home Care, Inc			Medicare
11	Bonnie	Johnson	Lakewood Health System Home Care & Hospice	4		Medicare / Clinical Quality
12	Missy	Johnson	Lakeland Home Care	3		Medicare / Survey & Reg.
13	Margaret	Krull	Allina Health Home Health	5		Medicare
14	Brenda	Marshall	Hearthstone Home Care	2		Medicare
15	Rebekah	Mattocks	Knute Nelson Home Care and Hospice	3		Medicare
16	Lane	Quick	St. Elizabeth Home HealthCare	7		Medicare
17	Jennifer	Stark	St. Luke's Home Health Services	2		Medicare
18	Bonnie	Tendrup	Bigfork Valley Home Care	2		Medicare / Membership

Membership Team Roster

	А	В	E	J	К	L
1	First Name	Last Name	Agency	R	Leadership	Assigned
2	Linda	Hespe	Essentia Health Home Care West		Board Liaison	
3	Katie	Troumbly	Grand Itasca Clinic and Hospital Home Care	2	Chair	Clinical Quality / Membership
4	Kathy	Messerli	МНСА		Staff Liaison	
5	Member	Manager	МНСА		Staff Liaison	
6	Jaime	Bergren-Hanish	Good Samaritan Society Home Care - Golden Valley	5		Membership
7	Marilyn	Chambers	Home Care Consultants, Inc.	5		Membership
8	Joe	Dietlin	Pediatric Home Service (PHS)	5		Membership
9	Rachel	Haisting	Arc Home Care	5		Membership
10	Tabitha	Harazin	Divine Home Care, Inc	6		Membership
11	Kim	Holien	Ecumen Home Care - Pathstone	6		Membership
12	Barbara	Jezorski	HealthStar Home Health	5		Legislative / Membership
13	Amber	Johnson	BAYADA Home Health Care	5		Membership
14	Jodi	Nelson	First Care Medical Services - Home Health & Hospice	1		Membership
15	Alyssa	Rohloff	Knute Nelson Home Care and Hospice	3		Membership
16	Amy	Roseen	Allina Health Home Health	5		Membership
17	Bonnie	Tendrup	Bigfork Valley Home Care	2		Medicare / Membership

Rehab Team Roster

	А	В	E	J	К	L
1	First Name	Last Name	Agency	R	Leadership	Assigned
2	Andrea	Jung	Guardian Angels		Board Liaison	
3	Alisha	Miller	Allina Health Home Health	5	Chair	Rehab
4	Allison	Kindseth	МНСА	5	Staff Liaison	
5	Jill	Arvidson	Integrated Home Care	5		Rehab
6	Sara	Fox	Optage Home Care / Presbyterian Homes Homecare	5		Rehab
7	Brian	Malecha	Fairview Home Care & Hospice	5		Rehab
8	Linda	McGerr	Ridgeview Home Health Services	5		Rehab
9	Jeff	Meyer	Prairie River Home Care, Inc	5		Rehab
10	Timothy	Oldenkamp	Knute Nelson Home Care and Hospice	3		Rehab
11	Melissa	Peterson	Grand Itasca Clinic and Hospital Home Care	2		Rehab
12	Kristin	Sundgaard	HealthEast Home Care	5		Rehab
13	Ryan	Tronbak	CentraCare Health Home Care & Hospice	4		Rehab

Survey Regulatory Team Roster

	А	В	E	J	К	L
1	First Name	Last Name	Agency	R	Leadership	Assigned
2	Austin	Figge	Prairie River Home Care		Board Liaison	
3	Lisa	Flynn	Hiawatha HomeCare	7	Chair	Survey & Reg.
4	Lores	Vlaminck	МНСА		Nurse Consultant	
5	Comm.	Manager	МНСА		Staff Liaison	
6	Heidi	Benzer	Lakeshore at Home	2		Survey & Reg.
7	Paula	Berger	Park Nicollet Methodist Hospital Home Care Services	5		Survey & Reg.
8	Vickie	Brand	HealthEast Home Care	5		Medicare / Survey & Reg.
9	Sandra	Dougherty	Ecumen of Litchfield	6		Survey & Reg.
10	Sylvia	Haroldson	Fairview Home Care & Hospice	5		Survey & Reg.
11	Linda	Hennen	Allina Health Home Health	5		Survey & Reg.
12	Missy	Johnson	Lakeland Home Care	3		Medicare / Survey & Reg.
13	Joanie	Laurence	Presbyterian Homes Homecare	5		Survey & Reg.
14	Heather	Mendoza	Allina Health Home Health	5		Survey & Reg.
15	Brianna	Olson	Knute Nelson Home Care and Hospice	3		Survey & Reg.
16	Robert	Rode	Voigt, Rode & Boxeth, LLC	5		Survey & Reg.
17	Martha	Sandven	Abode Hospice and Homecare of MN	5		Survey & Reg.
18	Erin	Van Heirseele	Fairview Home Care & Hospice	5		Survey & Reg.
19	Amy	Widmark	Lakewood Health System Home Care & Hospice	4		Survey & Reg.



PLEASE RATE EACH ATTENDED SESSION AND RETURN TO MHCA REGISTRATION DESK AT THE END OF YOUR LAST SESSION

We appreciate your opinion and strive to enhance our conference each year with your comments and suggestions. Thank you for taking time to fill out the evaluation form.

NA	1	2	3	4	5
NOT APPLICABLE	VERY Poor	LOW	AVERAGE	SUPERIOR	EXCEPTIONAL

	WEDNESDAY, MAY 11, 2016	AVG			
KEY	Opening Keynote: Creating Hope & Collaboration during Times of Change	3.97			
101	Constructing a Critical Thinking Universe	3.36			
102	Differential Assessment of Lower Extremity Wounds	4.33			
103	Hospice vs. Palliative Care: Journey to the Stars	4.50			
104	DHS Update: Value Based Purchasing for Medicaid	2.47			
201	Using Gallup Strengths Finder to Improve Team Building and Management Skills	3.21			
202	Medicare Team Update	4.20			
203	Hospice: A Vision for Better Care at the End of Life	4.29			
204	Community Collaboration: Making Connections	3.71			
	THURSDAY, MAY 12, 2016	AVG			
GEN	Home Care Survey Panel: The 2015 Survey Experience	4.14			
GEN	Federal Update	4.24			
GEN	2016 State Legislative Summary	4.02			
301	Preparing for Home Health QAPI	3.93			
302	Approaches to Cognitive Assessments for the Home Care Team	4.46			
303	Hospices, Skilled Nursing and Assisted Living Facilities	4.70			
304	Health Plans Panel Discussion	3.13			
401	Vulnerable Adult Reporting Requirements for Home Care Providers	4.19			
402	Framing, Footings, and Wiring Redesign: A New Practice Paradigm for Home Care Clinicians	3.22			
403	Integrative Health Practices for Hospice/Palliative Care	4.75			
404	PCA Workforce Panel Discussion	3.11			
FRIDAY, MAY 13, 2016					
501	Community Paramedic Program: Expanding their Horizons	4.27			

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502	Star Ratings – How to Obtain the Rating You Deserve	4.56			
503	How Care Transitions for the Dementia Client Impact the Family Caregiver's Role	4.63			
504 245D for Everybody					
GEN	EN Closing Session: Not Me! Safety & Self-Defense Workshop				
OVERALL CONFERENCE EXPERIENCE					
Educa	ational Program - Content	4.00			
How well did this program meet the Learning Objectives that were stated on the conference website?					
Value received for your investment					
Hand	out materials (usefulness during program)	4.06			
Expo	Hall	4.10			
Netwo	orking Opportunities	4.44			
Conve	enience of scheduling (month & day)	4.33			
Resort Facilities					
Food & Beverage					
Customer Service – MHCA Staff					

Overall Comments:

- Have you thought about offering a skills fair (then maybe more clinicians will attend)? Could do 1-day of skills various vendors may host – peripheral IV, PICC line care, CADD, porta cath/access, wound vac, kangaroo pump, TPN, chemo safe handling
- Another men's bathroom would be ok. Thank you for hosting this!
- More salad (low carb choices please)
- Thank you for the hard work arranging these 2 ¹/₂ days
- It was all good. Thank you!
- Really enjoyed the Carlos Creek wine tour. Like water with fruit at each session. Thank you!!
- Great food in expo hall.
- Lovely event. Pre-conference not worth the money.
- Overall very good organization. The teams are very beneficial the development & advancement of home care in our state.
- Need more coffee.
- Very satisfied great educational venue excellent
- Handout materials: Font too small to be able to use to present info to staff. Also hard to read during presentations in order to follow along.
- Fabulous conference! Very organized and the MHCA staff was very friendly, helpful, & inviting! Thank you for all your hard work – this is not an easy task & you pulled it off most excellently!!



- Overall the conference was not quite as good as I hoped. I went to an Iowa conference a few weeks ago and I think that conference was much stronger for content. What I liked about Iowa, was they had someone from the DOH report on survey trends that made it less subjective and we heard it from "their" mouth, not agency perspectives. Also Annette Lee knocked it out of the park did OASIS, 5 Star, and other presentations. Patti Upham is another great presenter. I was disappointed in the VNAA speaker they are usually outstanding.
- Beautiful accommodations.
- My first time, wonderful experience... However, I did not appreciate the "rookie" tape we wore... you feel nervous as it is, and then you feel like a nervous ball of energy that everyone is staring at. I would do away with that, if I were to have a choice. ☺
- Handouts materials: Hard to read many slides (graphs, etc.) because they print 3 per page maybe I could have changed this in my printer options, but I think they were PDF
- Resort facilities: 5 (other than the distance & difficult routes to travel to this area)
- Loved the wine tour although it felt like we were being rushed out the door from the time we arrived at the tasting room.
- Well organized & well run. Kudos to the MHCA staff for making everything work so well. Great facility, both for meetings and lodging.
- The resort option is still a great experience. Thanks for considering the winery option and not just golf outings!
- The tone of the conference was different this year & felt more cohesive.
- Alexandria is too difficult to get to out state folks had to drive 5-6 hours to get there. Thanks for everyone's hard works great job!
- Overall good conference. A lot of good tips. I question how come MHCA does not fight all the F2F denials as a association versus each individual agency. It seems with the high denial rate we as an organization could do something about this.
- Food was much better this year than last year! MHCA staff is always wonderful & approachable!
- Resort is lovely setting. Rooms outdated massive hole in my bathroom door. Leaky toilet ugh.
- Expo hall climate too cold. PowerPoints too difficult to see. Sound quite good. Like handouts online. Overall setting is quite good. Vendors more time to meet them 1:00 p.m. too early to leave.
- Love the convenience of Arrowwood < 2-hour drive, nice meeting rooms & property. Coffee seriously would pay more to have good coffee (Caribou or Starbucks) on-site!! A little sad to see lower attendance and decreased vendors this year – hope this is not a trend. Overall, good info. Like the new layout of the agenda. We will plan to be back next year!
- Wine tour was fabulous!!
- More focus on small, rural agencies would be helpful. Offer more OASIS training throughout the year.
- No coffee, no water on tables on Thursday. Expo hall numbers down.
- Expo Hall Seating was insufficient/silverware
- Food & Beverage Some meals were great, others not so much. Ran out of food at some meals. Beverages at breaks were warm. Needed more seating, removed chairs from large ballroom and didn't leave enough. Not happy that waterpark is always shut down when we are here.
- Loved resort & planned activities. Golf keeps getting cancelled, ideas on an alternate adventure karate or such. Beautiful handouts – very organized. Low census of expo hall? As always thank you, you do a great job!!
- Day 1 dirty tables weren't cleared after breakfast. Day 2 no coffee, should be available all day. Snacks were good, food was good.
- Expo Hall: Enjoyed the stars & ease of following with game card
- Resort Facilities: Newer & up to date internet was great



- Food & Beverage: Better than 2015
- Good learning all 3 days
- Glad to have it more centrally located in MN
- I like the agenda at a glance coding system for tracking topics
- Awesome event & so helpful Thanks!
- Loved!! the wine tour at Carlos Creek Winery
- I would like to see the conference for only 2 full days instead of 3 1/2. I would rather start Wednesday AM instead of having pre-conference.
- Overall a great conference. Will attend again.
- I would love to see a few sessions for Social Workers!
- Warmer conference rooms please! The rooms were freezing.
- Enjoyed and found pre-conference valuable. Food wasn't great. Powder eggs yuck. Salads were basic, and at times old lettuce & tomatoes.
- Wonderful event. Will definitely return.
- Really liked the tracks of breakout sessions great topics, outstanding presenters. Everyone was so knowledgeable "passionate" about the field.
- MHCA Staff: Phenomenal; Food & Beverage: As usual, outstanding
- Really liked the energy of this meeting. Would love to see more "self-care" activities next year case managers "relaxation stations", foot massages, aroma therapy, guided imagery, etc.
- Great Business Meeting Kathy, your message was wonderful spot on!!! Well done, MHCA staff!!!!

SUGGESTIONS FOR NEXT YEAR

EXHIBIT HALL: Are there specific vendors or type of vendors you would like to see at future events?

- MN Vascular Access, Minnivan, Vascular ultrasound reps. Peripheral catheters, BARD, New INS standard vein visualization
- Include some drug reps of medications that may be given in the home. IVIG, Remicare
- Where was McKesson, ActiveStyle
- Liked that MDH and RCTC present
- MDH, DHS, Act on Alzheimer's Association
- Other state Home Care Associations?
- All good enjoyed (x3)
- Current mix is good & diverse and meaningful. I think it's about right.
- Electronics home care apps
- More quality software options for breaking down data
- Where were all the vendors this year?
- Vendor hall outdated design people go in and eat and leave maybe have a vendor spotlight or demonstration?
- More wound care products (x2)
- Telehealth
- Therapy documentation systems Therapy Boss or Therapy Sync

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- PH DOC Computer Program for Public Health
- More vendors
- I personally don't need an exhibit hall feature, but I know clinicians like it.
- Would suggest expo hall open from 11:30 1:00 on Thursday.

MARKETING/COMMUNICATION: What is the best way to catch your attention?

Save the Date postcard with link to conference website	10%				
Mailed registration brochure	11%				
Email marketing with link to conference website	42%				
All of the above	37%				
Comments: - I really like paper brochure mailed (didn't get this year). I almost forgot to register until it was too late.					
-The website works fine, but it was difficult to find the information on each session. Had to ask Annie. If you're not using a brochure to save cost, make sure the webpages are printer friendly.					
- Would like agenda at a glance before coming to conference.					

SESSION TOPICS: Recommendations for next year's speakers or topics?

- Gaye Hanson Open, amazing speaker. Motivating in these challenging times in health care. She will ignite the caregiver in you!
- Why weren't there any attorneys as speakers (I only saw one). Why wasn't MDH speaking? Why not Clinical Quality Team, Education Team, & MA Team. Why not Rehab team speaking?
- Medicare & Rehab teams had the best topics & information.
- Federal Update VBP, QAPI, New COP's
- Loved the hospice track. Hope you include it next year.
- Mindfulness preventing burn out. Coaching / teach back method / Integrative nursing ostomy. Transitions of care, case management, OASIS-C2
- Invest in a dynamic keynote
- Insurance, UCare Connect: Ways to ensure authorization is obtained correctly and timely; as well as other tricky MN payers maybe tips on getting telehealth covered
- Focus on RN/Rehab Communication
- Regulatory issues, F2F, Ongoing CMS Audits
- I'd like to know more about OASIS Risk Adjustment. How does this work, what measures matter, how does it level the playing field?
- Best practice, tool kits, diabetes, CHF, joint replacement, COPD
- Clinical to specific OASIS training for "5 Star" items
- Building team and moral in the office as a leader, need real tools to take back.
- ADRs



- Infusion, DME, Pediatrics, Extended Hour Nursing
- Conflict Management
- DHS Representative, CMS Representative
- Someone from Medicare. Someone from Probe & Educate Audits.
- Workforce strategy session maybe bring in professional recruiter to level session
- Grassroots Advocacy workshop
- Leadership Development
- Stratis QIO on QAPI
- QAPI & OBQM/Process Measure Reading using data
- Rural small agencies vs larger agencies different types of challenges much less staff, same regulations
- More nationally known speakers or consultants
- Mock survey with handout outs (example how to do an entire mock survey)
- Casper report or Star report have education on these have attendees print their reports and bring with to learn from.
- Survey discussion have MDH reps here
- More VNAA speakers
- Home Infusion; Home Medical Equipment & Supplies
- Pediatric focused sessions
- Home care across the care continuum (birth death)
- How to start a telehealth program. How to start a chronic disease program. Look for speakers that could provide advanced training – most speakers cover the basics, but if you have longevity in HC it is usually just review. Maybe offer for new HC providers as well. How to read CASPER & PEPPER reports.
- OASIS scoring on one area such as Medications or Psyco Social. Enjoyed this year's Approaches to Cognition.
- I liked the arrangement of speakers & topics using survey information and Federal Update, State Update & Medicare information as General sessions.
- Review nursing assessments review OASIS
- Too much Medicare training. Need different info Comprehensive License, PCA, etc.
- More on Star Ratings. How can we improve when in rural settings, 90% of our OASIS transmissions are maintenance MA clients, but considered skilled only for reimbursement? These clients do not show improvement, but we should have some way of showing how well we manage them and keep them out of the hospitals & nursing homes. Our agency is not high enough to be statistically significant. How to overcome this in the star rating.
- Tips for enhancing answers to OASIS. Increase temp during sessions.
- Bring back Al Horner this was excellent for nurses.
- HCN sessions, Pediatric sessions
- Star Ratings OASIS. F2F.
- Not related to the Annual Meeting would like more OASIS training for clinicians shorter sessions Blueprint is amazing, but not able to send all clinicians for 2-days.
- Presentations from DHS & MDH
- More specifics on how to communicate with vendors
- ACOs to obtain a contract for VBP/Bundled Payment.



- The PCA information was so helpful
- Open roundtable session time to just intentionally share concerns (probably no CEU, but this ok)
- Sessions for RN Case Managers
- Would like to see more clinician geared education opportunities. Scoring on OASIS, assessment tools, ontoide resource use & availability, etc.

PROGRAM CHANGES: What enhancements or changes should we make to the conference for future years?

- 2 full days, instead of 2 ¹/₂ (including pre-conference). Hard to be out of the office that long. Would like to bring more staff (x3)
- It was just the right length.
- Levels need some expert level
- I didn't think I would like 1-hour sessions, but I did. Kept sessions moving. Medicare Team should have had two sessions.
- Evening Dutch Treat Dining was ok
- I am glad the days are full and not ending at 2pm. Maybe not extra cost for pre-conference.
- Can't think of any already a great conference, well worth the cost
- Good conference, love that the sessions are hour and not longer, can focus the whole time, get more out of it.
- Medicare representative. Billing seminar (break out session). Dementia in home care.
- Proposed and final rules update for the year
- Medicare auditor
- Have sessions presented at a higher level, instead of using our members to do the sessions.
- Food very bland fish 3 x 5?
- Alternate activity for golf, in case its cancelled.
- Add more CEUs used to get 11-13
- Nothing I loved the amount of time and days spent!
- Bigger font on slides (handouts). Have leadership track that meets need of owners, administrators, and directors. Keep PCA track.
- This year's schedule was excellent! Keep it the same.
- No changes needed, you already do an excellent job. Thank you for all your effort.

I would like sessions that are applicable to the following audiences (check all that apply):

Business	9%
Clinical	21%
Home Care Nursing	23%
Hospice/Palliative Care	5%
HR	5%
Leadership	22%
PCA	3%



Therap	у	12%
Other		
-	MCO & DHS Purchasing (MCOs contracts) requirements and their practice	Billing & Payments
-	Medicare Certified	
-	Quality	
-	Social Work (x 2)	
-	Extended Hours HCN	
-	Pediatrics	
-	Self-Help	
-	HCN/PDN	

FUTURE MEETING VENUE: Would you consider an Annual Meeting venue that is not in a resort setting (provided social events are convenient)?

Yes		74%	
No		26%	
Comme	ents:		
-	Prefer resort and staying, networking, no there	driving once your	
-	Yes, but really like the resort venue, very	convenient.	
-	Resorts are more relaxing; believe me we	need that!!	
-	- Both Craguns & Arrowwood are great!		
-	St. Cloud		
-	We've tried Duluth & Rochester in the past the same experience. Not that I still would detracts from the networking.		
-	Yes, but prefer a resort. (x3)		
-	Like the resort, can leave care once you g have to worry about parking or logistics. resort setting!		
-	Duluth was good, Rochester was not. Lov more relaxing – able to get out & walk.	e resort setting –	
-	Yes, but wouldn't be as relaxing though.		
-	Yes, depending on price.		
-	This place is great and is Central for all of	MN	
-	I think this setting is most appropriate.		
-	Like resort setting, but would be ok with r	non-resort setting.	
-	Cities??		
-	Prefer Brainerd area (x2)		
-	Any chance you would ever move it back	to Craguns or	



Brainerd Lakes Area?

- Alexandria is a great location. It is a more central location.

CONTINUING EDUCATION CREDITS: What type of credits do you need (check all that apply)?

MN Board of Nursing	79%	
MN Board of Physical Therapy	12%	
MN Board of Social Work 6%		
MN Board of Examiners for Nursing Home 3% Administrators (BENHA)		
Other:		
- Disappointed in how few there were (Social Work CEU)		



Memorandum

To: MHCA Board MembersFrom: Allison Kindseth, Education ManagerDate: July 21, 2016Subject: MHCA Annual Meeting - Future Site Selection Survey

Survey Background

In June, a future meeting site survey was sent to all MHCA members. A total of 122 responses were received, with 34% of the responses coming from Region 5 (Twin Cities Metro) and the remainder equally dispersed amongst the other regions. 51% of those surveyed attended the 2016 Annual Meeting. Of those that did not attend, overwhelmingly the reasons for not, were as follows:

- Cost
- Scheduling Conflict/Too Busy
- Short Staffed
- Rotate Managers each year and this was not the year to attend

Copied below is a summary of the survey results.

Survey Results

- Over 82% of respondents prefer to attend a meeting held on Wednesday or Thursday (62% prefer Friday).
- 69% of respondents prefer a conference held in the Spring (20% prefer Fall).
- 52% of respondents would like the conference to be shortened to 2.0 days (30% prefer 2.5 days).
- 97% of those surveyed ranked the conference "Good Value" or better.
- Regulatory/Licensure, Leadership, and Clinical were the top ranked educational tracks.
- St. Cloud and Brainerd tied for the #1 preferred meeting location, followed closely behind by Alexandria, the Twin Cities, and Duluth (Mankato and Rochester received the lowest rankings).

- 92% of those surveyed would consider an Annual Meeting venue not in a resort setting (provided social events are convenient).
- Keeping in mind that overnight accommodations may not be necessary with some geographical locations, agencies would send the most staff to a meeting held in the Twin Cities. St. Cloud and Duluth tied for 2nd and Alexandria and Brainerd tied for 3rd (Mankato and Rochester would realize the lowest attendance).

Next Steps

After evaluating the survey results, MHCA is exploring meeting venues in the following parts of the state:

- St. Cloud
- Twin Cities Metro (excluding downtown)
- Duluth
- Brainerd Lakes Area

MHCA will present 2-year proposals to the Board at the September Retreat. At this time, the Board will be asked to vote on the venue for the 2018-2019 Annual Meetings.

MHCA Staffing Proposal

Background

Over the years, the MHCA communications position has been a revolving door and I don't believe there has been staff dedicated to growing the membership. Annie also shared with me that every person who has been in that position believed it was too broad for one person. It's been my experience that the membership priorities get placed on the back burner as the communications priorities have specific timelines that must be met. I have been handling the regulatory issues but don't feel equipped to address the multitude of questions that are raised by members. I have been doing my best to assist members and utilizing the teams and nurse consultants to fill in the gaps. Having a person who can attend some of the meetings and ensure we are sharing regulatory updates with members would be an enhanced member benefit.

With Rebecca's departure and the open position, I believe MHCA has three priority needs:

- Communications: Informer, website, general communication with members
- Regulatory Affairs: responding to member inquiries, staying up-to-date on state and some federal regulatory issues, sharing the attendance at a multitude of state meetings with me. There has been a significant increase in this area over the past 6-12 months and with the staff we have, it's been challenging to stay abreast of issues.
- Membership Marketing: recruitment, retention, member benefits; this really needs relationship building and an investment of time to learn about member needs and do the needed marketing.

Recommendation

We will save 3 – 4 months' worth of salary while I fill the position so I believe we have an opportunity, as well as a need. Thus, I am proposing that we invest in the future of MHCA by adding a .5 FTE position that will give attention to membership growth. My recommendation is that we hire the following positions:

Communications and Regulatory Affairs: full-time

- Manage all communications and regulatory affairs information gather, synthesize and disseminate to members
- Website management
- Staff appropriate teams

Membership Marketing: .5 FTE

- Responsible for member recruitment, retention and engagement; ensure it remains a priority and doesn't get put on the back burner
- This could be considered a 2-year pilot position

Because we would be filling two positions at the same time, we would have some flexibility to adapt the positions, taking advantage of the candidates' strengths. I believe that this staffing plan will serve our members better and prepare the association for the future.

Financial Overview

The savings during the interim period will be approximately \$15,000. A quick calculation for a part-time position for September-December is approximately \$10,000. So, this be budget neutral in 2016. I would hope that we can begin to increase the membership in 2017 to cover the expenses of this part-time position.

The chart below reflects a significant increase in revenue over time with the salaries (employed + nurse consultants) remaining fairly steady. I believe it's an appropriate time to invest in additional staff support.

YEAR	REVENUE	SALARIES	SALARIES + NURSE
2008	\$438,983	\$194,644	\$243,083
2011	\$663,752	\$198,180	\$244,880
2012	\$601,300	\$202,608	\$252,603
2013	\$686,843	\$193,960	\$243,950
2014	\$690,180	\$192,318	\$204,385 **
2015	\$755,461	\$220,660	\$239,974

**Pathways Consulting replaced the nurse consultant and is not included in this figure

2016 Membership Report

as of 07/14/2016

See notes*

MEMBERS	Count	Income
New	20	\$17,096.63
Renewed	146	\$360,270.08
Total	166	\$377,366.71
Not Renewed	29	

2015	2014
15	21
156	149
171	170
25	15

Dues Level	Count	Income
Maximum	39	\$186,110.00
Variable	86	\$167,800.46
Minimum	41	\$23,456.25

MEMBERSHIP RENEWAL

Year	Count	%
2016	146	83%
2015	175	

BUSINESS PARTNERS	Count	Income
New	8	\$4,366.67
Renewed	29	\$18,340.00
Total	37	\$22,706.67
Not Renewed	11	

2015	2014
4	16
33	24

91%

40

12

87%

37 8

BUSINESS PARTNER RENEWAL

Year	Count	%
2016	29	73%
2015	40	

77%	67%

BUDGET COMPARISON - Members and Business Partners combined

	2016	2015	Variance
Income (actual)	\$400,073.38	\$415,777.73	(\$15,704.35)
Budget	\$418,135.00	\$412,972.00	\$5,163.00
Over/Under Budget	(\$18,061.62)	\$2,805.73	(\$20,867.35)

* Notes:

- 8 Members closed their Home Care division
- 1 Member switched membership to larger agency
- 2 Members financial hardship
- 2 BP merged with another company
- 1 BP retired
- 1 BP did not receive enough business from members