

2005 - 2006



*Annual Report*

*Wisconsin Association of Homes and Services for the Aging*

# President's Report

I am very proud of the Wisconsin Association of Homes and Services for the Aging (WAHSA). Let me tell you why.

When I accepted the position as your President, I predicted a year of challenges. I truthfully did not expect the gravity of the issues that materialized.

Members were faced with an unprecedented lack of any increase in Medical Assistance nursing home reimbursement for the entire two years of the state biennium when the Governor vetoed the Medicaid increase. With a fantastic grassroots response from you, your residents, your staff members, and others, and with our staff tirelessly working through the rigid partisan politics of Madison, legislation finally was passed and signed in March to grant an increase.

When a special Legislative Council Committee recommended legislation that would attack the property tax exemption of many of our member senior housing projects, WAHSA implemented a strategy not only to fight the proposal, but to create alternative legislation to protect the best interests of our members and their residents. This battle is not yet over, but we are well positioned to hopefully prevail.

As time consuming and contentious as these issues have been, WAHSA still was able to attend to other important issues. Wisconsin continues to work on reform of our long term care system. These efforts received additional momentum with the Governor's announcement that he has established a goal to expand managed long term care statewide in the next five years. WAHSA staff and members have been actively engaged in these developments through the Long Term Care Reform Council of the Department of Health and Family Services (DHFS) and its committees.

WAHSA has successfully promoted a mutually beneficial relationship with the Bureau of Quality Assurance and its new director, Otis Woods. Listening sessions and personal meetings have set the stage for a more positive regulatory environment.

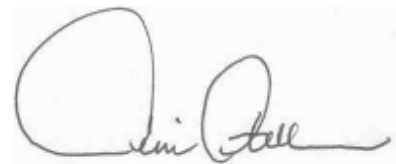
WAHSA continues to be the premiere source of information regarding the multiple and continuous developments in regulations and reimbursement.

WAHSA's efforts to provide high quality educational programs that respond to member needs as long

term care and housing professionals were very successful again this year. Four hundred thirty two of us attended the Fall Conference in Green Bay and gave it a rating of 4.6 on a scale of 5.0. Several timely seminars were offered on topics including marketing, working effectively with people, restraints, pressure ulcers, geriatric nursing, chronic pain, and reimbursement. Our housing network meetings have matured into a dynamic exchange of ideas, resources, and best practices, with the network itself serving as a perfect example of the beneficial impact of cooperation and collaboration.

Why am I proud? It should be obvious. We have a dedicated and effective staff, we have an active and proud membership, and we have the greatest mission of all -- to serve our elders in the manner they deserve. Who wouldn't be proud!

Respectfully submitted,



Tim Steller  
WAHSA President

*We have a dedicated and effective staff, we have an active and proud membership, and we have the greatest mission of all -- to serve our elders in the manner they deserve.*

# Executive Director's Report

WAHSA's strength lies in its diversity. From the largest continuing care campus to the smallest free-standing independent living facility, WAHSA strives to serve each and every member equally. Further, as an association, we rely on our long-standing tradition of member helping member for, as we have learned, WAHSA is only as viable as our most vulnerable member.

WAHSA's action plan is based on building upon the strength of our members and working to remove barriers to success. This year, the association confronted and aggressively addressed many challenges, such as Medicaid funding, long term care reform, and property tax challenges while working proactively for our future viability in areas such as strategic positioning of our not-for-profit and government-operated organizations, building community partnerships, striving to implement *Quality First*, further building our educational offerings, and strengthening our senior housing network.

Through the combined efforts of WAHSA and its members, our goal this year, like every other, has been to remain constantly open to new ideas

to better serve our communities and the people who live and work there. But as we pursue new opportunities and travel uncharted territories, we never lose our focus on our historical mission to enhance members' dedication to excellence by providing programs and services to assist members in meeting the needs of the elderly and persons with a disability. Through every effort, on the association's part and on our members' part, we continually demonstrate a caring commitment to the highest quality of life and greatest independence for each individual served. It is a stellar mission, and we are stars for adhering to it unflinchingly.

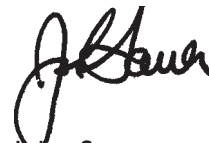
When we began this association 46 years ago, we were a nursing home association of eleven facilities. While we still stand as a strong and well-respected advocate for nursing home providers, we have become much more than that. We now are known as a proactive leader in the senior housing and services environment, speaking on behalf of and promoting the cause of assisted living facilities, independent living facilities, and other community providers. Like their nursing home counterparts, senior housing professionals have assumed active

ownership of this association. We now have an association of diverse professionals who have come together not only to value and benefit from the services of this association, but also to assist and support the causes of each other. It truly is an association of one helping the other across all venues of the long term care spectrum so that we all grow into the future together.

Our unity not only makes us unique; it also makes us complete. After 46 years of growing and diversifying and unifying, WAHSA today not only is a spokesperson for the providers of not-for-profit long term care, senior housing, and community services, but also for those in need of these programs.

I continue to be both amazed and impressed with the members of this association, for your service to this association, your dedication to your mission, and your commitment to the highest possible quality of care and of life for those you serve. Thank you for all that you do.

Respectfully submitted,



John Sauer  
Executive director

*Our unity not only makes us unique;  
it also makes us complete.*

# Public Policy

Over the past year, WAHSA's public policy agenda was advanced in every corner of the state and debated vigorously within our state capitol. Despite attacks by some on the very core principles of the not-for-profit provider community, WAHSA and its members achieved significant and lasting public policy successes. With impressive numbers of members, employees, residents, family members, volunteers, and other supportive spokespersons, WAHSA claimed numerous victories throughout the past twelve months, victories that protect your mission to care and your dedication to the not-for-profit philosophy of care.

Early in the fiscal year, WAHSA launched an all-out effort to push for an override of the Governor's veto of a 1.4 percent MA rate increase for nursing homes. We worked through editorial board visits, press conferences, legislative contacts, press releases, briefing papers, radio ads, automated voice messages, letters to the editor, and many other means to get our urgent message out on this important matter. After months of aggressively pursuing our cause, on Monday, March 27, Governor Jim Doyle signed into law Assembly Bill 981, providing \$76.7 million to eliminate the deficit in the Medical Assistance Trust Fund and an additional \$26.8 million to fund a 1.4% nursing home MA rate increase supplement for the last quarter of FY 2005-06 and a 1.4% MA rate increase for nursing homes in FY 2006-07. AB 981 now has become 2005 Wisconsin Act 211.

WAHSA launched another aggressive campaign to protect property tax exemptions for member senior housing facilities. Staff were quick to cite the pitfalls associated with the Legislative Council Special Committee property tax exemption legislation and forced a one-month delay in the vote before the full Council. Staff and members alike worked with legislators to halt unfriendly bills and to promote more favorable initiatives. WAHSA's Housing Committee and full membership helped formulate WAHSA's position on property tax exemption for senior housing providers. While this mega-issue still lingers in limbo, WAHSA continues to be the recognized voice of not-for-profit senior housing providers and, increasingly, of the individuals who have chosen to reside at these facilities.

Although mega-issues such as those mentioned above are challenging and consume enormous amounts of time that would be

better spent helping members advance the quality of care and quality of service provided throughout the care spectrum, they do serve a valuable function for an association such as WAHSA -- they grow us stronger, bigger, and better. Through our advocacy efforts of the last year, WAHSA's membership is the most engaged and active they have ever been in the public policy arena. The association has reached the point where a majority of members have established a professional relationship with their state legislators. That is a positive outcome that afforded benefits in other areas throughout the fiscal year.

At our beckoning, the Legislature defeated the administration's proposal to implement a Texas-style, flat-rate nursing home payment system for RN, LPN, and nurse's assistant expenses. WAHSA educated key legislators, consumer advocates, and the Medicaid Director on the pitfalls of such a system. WAHSA's analysis indicated that only nine out of 134 not-for-profit facilities would have benefited under a price-based system. Virtually all county home members would have been financially harmed.

WAHSA led the policy discussion on the Governor's nursing home relocation program. While the association supports "dollars following the consumer," eliminating the institutional bias of Medicaid, and expanding consumer long term care choices, WAHSA also favors a system that balances choice, quality, and cost-effectiveness. The (DHFS) Council supported a WAHSA motion to limit the relocation program to persons residing in nursing homes for at least 100 days. This position was supported by the Legislative Joint Committee on Finance and passed by the Legislature, but later vetoed by the Governor. The DHFS, however, has pledged to track the length of time a person resided in a nursing home prior to being relocated. The Long Term Care Reform Council also supported an amendment offered by WAHSA's Executive Director to require an accounting of the costs of the relocation program initiative and the savings it generates. WAHSA was given the opportunity to suggest edits to the DHFS announcement of the Forums in which providers and interested parties were informed of the program's policies and operations.

WAHSA's Executive Director serves as the lone nursing home representative on the DHFS Committee on Comprehensive Systems Change (He also represents WAHSA's

not-for-profit assisted living, housing, and community providers.) On this committee and on the Long Term Care Reform Council, WAHSA strives to ensure that long term care reform funding and quality discussions are open and honest. The association has challenged DHFS staff to provide clear data on the cost-effectiveness of Family Care and the relocation programs. WAHSA has asked for data on the cost of serving elderly and physically disabled persons (separate accounting) from nursing homes and according to prior length of stay in the nursing home. WAHSA challenged the committee to better understand the role of nursing homes in the long term care delivery system.

Other public policy efforts throughout the year were aimed at protecting members' interests on other fronts:

- WAHSA helped members understand and follow the plans to expand Family Care.
- The association advanced a reasonable and realistic position on long term care regulatory reform.
- The association provided recommendations on the proposed revisions to HFS 132, the nursing home administrative rule which would eliminate approximately 50 percent of the state rule.
- At WAHSA's request, the Bureau of Quality Assurance (BQA) resumed the BQA/Provider/Advocate Quarterly Meetings as a way to share information and address emerging survey and enforcement issues.
- Representing member interests, WAHSA staff met with officials from the Centers for Medicare and Medicaid Services (CMS) to discuss regulatory concerns and quality improvement initiatives.
- Staff also met with the BQA Director and requested that the Bureau modify its position on "zero tolerance and self-reports." The association seeks to protect facilities that did everything reasonably expected to avoid a cited incident, could not have anticipated the incident, or attempted to proactively prevent the incident from happening, but still received a citation from BQA.
- WAHSA provided comments on the proposed changes to HFS 83, the CBRF administrative rule. The DHFS agreed with WAHSA's request to amend the CBRF code to allow the use of residential dishwashers in certain larger facilities. This will help foster a more homelike environment for seniors.

Even though public policy often was in the forefront of the association's activities, WAHSA made huge strides in the last twelve months to enhance the internal functioning of the association. As you would expect, often these operational functions are invisible from an outside view and, for the most part, that means all is well. However, a number of these internal efforts demonstrate the strong leadership ability of the association and warrant notice in this annual document.

Recognizing the valuable role of the national *Quality First* movement, WAHSA worked not only to boost member participation in this noble initiative, but also to incorporate and build upon the *Quality First* principles in the association's advocacy, informational, educational, operational, and planning efforts. Currently, 41 percent of WAHSA members have signed the *Quality First* pledge.

The WAHSA Board of Directors continues its efforts to learn from outside parties. By listening, talking, and interacting with government leaders, DHFS representatives, BQA officials, technology experts, leadership gurus, product and service specialists, advocates, and adversaries, WAHSA ensures the Board of Directors is informed and knowledgeable about the interests, issues, and agendas of those who support our efforts and those who don't. Through open discussion and dialog, the association proactively identifies both issues that could develop into or warrant preemptive efforts and outside forces to whom we can turn for supportive alliances.

Staff presented at members' board of directors meetings and to outside groups on the future service delivery options and pressing public policy issues. These forums afford the association the opportunity to keep members and other interested stakeholders informed and actively involved in shaping a better future for long term care and senior housing.

In the ongoing quest to ensure long term care and senior housing have caring, competent, and dedicated employees to carry into the future our tradition of quality, WAHSA again provided a \$500 grant to support students in the UW Eau Claire Health Care Administration Program. Further, WAHSA staff met with the program's Advisory Board to begin discussions on a mentorship program for recent graduates.

In response to the Terri Schiavo case, WAHSA helped raise public awareness of issues related to advance directives and the value of personal planning. WAHSA publicized the web links and information related to: Declaration to Physicians (Wisconsin Living Will), Power of Attorney for Health Care, and Power of Attorney for Finance and Property. WAHSA staff coordinated the statewide ICF-MR provider meetings and encouraged attendance of the DHFS officials involved in the relocation/downsizing program.

Working with another long term care association, WAHSA negotiated discounted prices for the MyInnerview quality improvement system. The association signed a contract guaranteeing Wisconsin providers the lowest price for MyInnerview participation. WAHSA representatives met with West Bend Mutual Insurance executives who are considering offering discounted premiums to organizations that utilize MyInnerview's satisfaction and quality improvement programs.

This year, 118 members participated in the 2005 MRA salary survey, again resulting in a valuable document that guides the planning, staffing, and budgeting efforts of the participating members.

WAHSA Legal Counsel advised members on an appropriate response to the Milwaukee County Labor Peace Agreement Ordinance. Counsel noted this ordinance might be illegal and/or unconstitutional -- and this opinion later was supported by the Federal Court of Appeals.

WAHSA's President and Financial Services Director continue to be active members of the American Association of Homes and Services for the Aging (AAHSA) Long Term Care Financing Cabinet. The cabinet's recommendations, centering on the use of a payroll tax to generate segregated funds for long term care vouchers, were discussed at AAHSA's spring House of Delegates meeting.

WAHSA staff members serve on the DHFS Nurse Aide Testing and Registry Work Group. This group is requesting that DHFS consider creating one contract for testing and another for maintaining the CNA registry.

WAHSA worked with OSHA representatives to keep the agency's focus on education and compliance, not enforcement and sanctions.

This continues the association's ongoing effort to work towards a regulatory environment where the emphasis is on outcomes.

WAHSA staff met with BQA on the Informal Dispute Resolution (IDR) process to discuss ways to improve the process and the State contract with the Michigan Peer Review Organization (MPRO). The association is working to resolve issues such as: having state surveyors and/or BQA Regional Field Operations Directors (RFODs) present at the hearing, not billing facilities for travel time for MPRO staff to travel from Eau Claire, multiple MPRO changes to IDR multiple cites related to a single incident, and opportunities to appeal severity and scope determinations.

Throughout the year, WAHSA provided updates on a wide range of topics including physician fee schedule, 53 RUGs payments, Medicare Part D, RAI changes, therapy caps, consolidated billing, medical director requirements, and influenza and pneumococcal immunizations.

The work of the WAHSA Office Building Task Force continued throughout the year. The remodeling and the renovation should be completed prior to the end of the fiscal year.

Through these and numerous other efforts, the association worked throughout the year to further develop and advance the six long range goals of WAHSA as outlined by the Board of Directors:

- (1) Continue assertive work in areas where the association already is strong (regulations, reimbursement, and quality).
- (2) Develop a task force to look into redefining long term care and creating the replacement for the current "nursing home."
- (3) Develop a task force to investigate the ways we can incorporate technology in long term care and senior housing.
- (4) Aggressively work to enhance the image of long term care and to educate the consumer about the value and reality of long term care.
- (5) Activate the Research and Education Corporation to pursue alternate funding sources that would, in turn, fund new research and education opportunities for the association.
- (6) Bring back to the Board of Directors any specific and relevant ideas for fee-for-service initiatives that would be beneficial in better serving the members.

# Member Services

It was a banner year for the educational arm of the association, with nearly 2,500 long term care and senior housing professionals benefiting from the many diverse programs sponsored by WAHSA in the past twelve months. Nearly 100 different topics were addressed through 14 different educational offerings -- yet another record in WAHSA's history.

The not-so-secret formula underlying this educational success is WAHSA's drive to sponsor unparalleled quality in education that is both accessible and affordable for all long term care and senior housing professionals. The association only is able to fulfill that goal by building and nurturing strong partnerships with entities that are financially supportive of these efforts. In fiscal year 2005-06, WAHSA secured a record level of sponsorships for the association's educational and informational efforts.

WAHSA developed and began offering a series of supervisory skills training "webinars." Incorporating the marvels of technology, these webinars utilize the Internet and telephone to bring quality training offerings to long term care employees where they are most accessible -- right in their own facilities.

The mutual support between WAHSA and the senior housing members continues to blossom, perhaps as a result of the incredible growth and development of the Senior Housing Network. This forum for senior housing professionals represents an impressive ongoing display of networking, sharing, peer support, cooperation, and collaboration where each person shares something and gains "everything." This network exists not only to provide quarterly meetings for senior housing professionals to network, share best practices, and resolve real-life case study dilemmas, but also to serve as an incubator of new service ideas to better represent and serve the interests and needs of the senior housing members of WAHSA. This year, WAHSA divided the forum into three separate groups to better address the specific interests of professionals in RCACs, CBRFs, and independent living facilities. Participants addressed no fewer than 45 issues and offered at least ten suggestions for new services for senior housing professionals.

With the success of the Senior Housing Network serving as the guide, WAHSA began hosting networking meetings for nurses in senior housing environments. The first such

offering drew 75 participants who came together to share best practices and common issues related to medication administration, assessments, and aging in place. Looking ahead, WAHSA's goal is to offer similar meetings at least three times per year.

WAHSA reinstated the Senior Housing Facility Sharing Program to facilitate members' efforts to share policies, procedures, and best practices in the area of senior housing. The first such publication focused on discharge/admission criteria and agreements, marketing ideas and materials, training ideas, resident handbooks, wellness programs, and rate structures. The association already has begun development of the second publication which will focus on policies and procedures, wellness models, outside services coming on-site, and scooter policies.

WAHSA is developing a new edition of the Community Education Programs, this one primarily for use by senior housing professionals. The new program will feature educational materials on twelve new topics for member organizations who want to educate individuals in their communities on topics such as affordable senior living, estate planning, long term care planning, the impact of divestment, financial planning, and more.

WAHSA's Task Force on RCAC Quality Improvement is working to develop a minimum set of standards to which all member RCACs will be asked to voluntarily subscribe. WAHSA's goal is that these minimum standards will improve the level of quality in member RCACs. These standards will not be prescriptive, but rather will represent a process of continuous improvement through which members will work together to establish benchmarks in RCACs. Through the development of this ongoing quality improvement process, WAHSA's goals are to:

- Ensure the highest quality of life for tenants within the social model setting of a RCAC.
- Make the program comprehensive enough to raise the bar of quality for all RCACs.
- Keep it manageable and adaptable based on facility size.
- Allow flexibility as to how a facility participates.
- Incorporate technical assistance for implementing the program.

- Incorporate a marketing push to work towards 100 percent participation among WAHSA member RCACs.

WAHSA published the second edition of *Celebrating Our Pride*. This 250-page publication is a collection of best practices in recognition of the many innovative ideas and creative solutions developed by long term care and senior housing professionals in WAHSA member facilities in the areas of activities, administration, foodservice, fund development, human resources, in-service, marketing, nursing, finance, housekeeping, interior décor, laundry, and maintenance. This book is a celebration of the gifts, talent, and dedication that make long term care and senior housing all that it is.

WAHSA's Task Force on Palliative Care continued working to address the needs of the resident and family while providing physical, psychological, and spiritual support in the acceptance of a chronic illness or of death. The end product of the task force, *WAHSA's Palliative Care Guidelines*, was published on the association's website as a service for all member organizations.

WAHSA's Awards Committee restructured the awards program to feature the following award categories: the Flying Colors Award, Ladder of Success Award, Wings of Caring Award, Golden Key Award, and Life Achievement Award. The committee also developed a new and more entertaining format for the annual awards banquet.

WAHSA sponsored an overwhelmingly successful Wisconsin Night Out in conjunction with AAHSA's annual convention in San Antonio. WAHSA secured sponsors to totally cover the cost of sponsoring this evening of networking and camaraderie.

The past year has been a year of increased challenges and unprecedented opportunities. It has been a year of standing up for our mission, speaking out on behalf of our members, and laying the foundation for growing into the future with a renewed vigor that will sustain and strengthen the association and its members. It was a year of trials and triumphs that are sure to make all the years yet to come more rewarding and more fulfilling for long term care and senior housing organizations, those who work in these organizations, and those who are served by these organizations.

# 2006-07 Proposed Budget

Wisconsin Association of Homes and Services For The Aging  
 Income Statement  
 Seven Months Ending January 31, 2006  
 Projections To June 30, 2006

	<u>1/31/2006</u>	<u>Budget</u>	<u>Variance</u>	<u>Projected 6/30/2006</u>	<u>2005/06 Budget</u>	<u>Variance</u>	<u>Proposed 2006/07 Budget</u>
Member Dues	\$ 332,600	\$ 332,600	\$ -	\$ 565,400	\$ 564,300	\$ 1,100	\$ 583,000
Associate Dues	17,340	21,000	(3,660)	36,700	41,000	(4,300)	38,600
AAHSA Dues	20,900	21,100	(200)	36,600	36,800	(200)	37,800
Investment Income	30,138	27,000	3,138	46,500	40,000	6,500	36,100
Subscriptions	-	500	(500)	-	500	(500)	-
Conferences/Seminars	219,035	213,200	5,835	343,800	331,200	12,600	318,000
Nursing Home Week	-	-	-	38,000	38,000	-	33,000
Surveys/EO	1,225	1,400	(175)	2,000	2,500	(500)	2,000
Member Services	6,437	8,000	(1,563)	12,000	17,600	(5,600)	16,000
Miscellaneous	566	1,000	(434)	1,500	2,000	(500)	1,500
<b>Total Revenue</b>	<b>\$ 628,241</b>	<b>\$ 625,800</b>	<b>\$ 2,441</b>	<b>\$ 1,082,500</b>	<b>\$ 1,073,900</b>	<b>\$ 8,600</b>	<b>\$ 1,066,000</b>
Salaries/Insurance/Temp.	\$ 306,521	\$ 319,000	\$ 12,479	\$ 525,000	\$ 547,300	\$ 22,300	\$ 543,400
Payroll Taxes	18,669	19,400	731	33,800	33,700	(100)	34,500
Employee Pension	13,870	14,200	330	23,700	24,400	700	24,900
Staff Travel	10,271	10,000	(271)	17,000	17,000	-	18,000
Professional Development	160	1,000	840	1,500	2,000	500	1,500
Board/Committee	7,643	11,000	3,357	19,000	20,000	1,000	20,000
Insurance/Taxes	4,414	3,900	(514)	6,700	6,200	(500)	6,500
Telephone	3,671	5,000	1,329	8,500	9,600	1,100	9,000
Copier	8,467	10,000	1,533	16,200	17,500	1,300	17,000
Postage	8,473	8,800	327	14,500	15,500	1,000	11,700
Computer Expense	919	1,300	381	2,500	2,500	-	2,500
Printing	246	500	254	8,000	8,000	-	8,000
Supplies/Sub./Memberships	3,343	3,600	257	6,200	6,200	-	7,500
Conferences/Seminars	144,759	129,500	(15,259)	252,000	233,300	(18,700)	219,000
Legal Counsel	12,950	13,600	650	22,200	23,400	1,200	23,400
Audit	4,620	4,500	(120)	4,620	4,500	(120)	4,800
Bank Expense/Misc.	1,305	1,300	(5)	2,100	2,100	-	2,100
Data Base	100	100	-	6,000	8,500	2,500	8,000
Member Services	4,444	5,000	556	8,000	9,200	1,200	9,000
Nursing Home Week	-	-	-	30,300	30,300	-	27,000
Depreciation	8,114	8,200	86	14,000	14,000	-	24,000
Office Building	11,146	11,500	354	21,000	21,000	-	21,000
Strategic Development	18,117	15,000	(3,117)	37,600	15,000	(22,600)	20,000
<b>Total Operating Expenses</b>	<b>\$ 592,222</b>	<b>\$ 596,400</b>	<b>\$ 4,178</b>	<b>\$ 1,080,420</b>	<b>\$ 1,071,200</b>	<b>\$ (9,220)</b>	<b>\$ 1,062,800</b>
Net Revenue/Expenses	\$ 36,019	\$ 29,400	\$ 6,619	\$ 2,080	\$ 2,700	\$ (620)	\$ 3,200
Gain(Loss) Investments-Mkt. Value	(1,415)	-	(1,415)	1,000	-	1,000	-
<b>Net Income (Loss)</b>	<b>\$ 34,604</b>	<b>\$ 29,400</b>	<b>\$ 5,204</b>	<b>\$ 3,080</b>	<b>\$ 2,700</b>	<b>\$ 380</b>	<b>\$ 3,200</b>
Capital Improvements	\$ 1,524	\$ 2,000	\$ (476)	\$ 8,000	\$ 8,000	\$ 0	\$ 8,000

# WAHSA *Leadership*

## 2005-2006 Executive Committee

\* Denotes AAHSA Delegate

**President Elect**  
**Miriam Ownby**  
Markesan Resident Home  
Markesan

**V.P. of Operations**  
**Craig Ubbelohde**  
Lutheran Homes of Oshkosh  
Oshkosh

**Secretary**  
**Mike Basch\***  
Sheboygan Senior Community  
Sheboygan

**President**  
**Tim Steller\***  
North Central HC Facilities  
Wausau

**Immediate Past President**  
**Steve Jaberg**  
Cedar Community  
West Bend

**V.P. of Member Services**  
**Fran Petrick**  
Ridgewood Care Center  
Racine

**Treasurer**  
**Roger Goepfert\***  
New Glarus Home  
New Glarus

**AAHSA Delegate Liaison**  
**Clark Nordberg\***  
Bethel Home and Services  
Viroqua

**V.P. of Public Policy**  
**Lynn Binnie\***  
Fairhaven Corporation  
Whitewater

**Senior Advisor**  
**David Keller**  
Luther Manor  
Wauwatosa

## 2005-2006 Board of Directors Directors at Large

**Mike Basch\***  
Sheboygan Senior Community  
Sheboygan

**Roger Goepfert\***  
New Glarus Home  
New Glarus

**Fran Petrick**  
Ridgewood Care Center  
Racine

**Robert Schaefer**  
Linden Grove  
New Berlin

**Todd Wilson**  
Bethany Lutheran Homes  
La Crosse

**Michael Christensen**  
Grace Lutheran Foundation  
Eau Claire

**Ralph Luedtke**  
Lasata Care Center  
Cedarburg

**Wanda Plachecki**  
Lakeview Health Center  
West Salem

**Steve Seybold\***  
Homme Home  
Wittenberg

**Marion Wozniak**  
Cedar Crest  
Janesville

**Mary Ann Drescher**  
Attic Angel Association  
Madison

**Miriam Ownby**  
Markesan Resident Home  
Markesan

**The Rev. Daniel Risch**  
Lincoln Lutheran of Racine  
Racine

**Tim Steller\***  
North Central HC Facilities  
Wausau

**Bonnie Zabel**  
Marquardt Memorial Manor  
Watertown

## 2005-2006 Board of Directors Regional Directors

**Region I**  
**Lynn Binnie\***  
Fairhaven Corporation  
Whitewater

**Region IV**  
**Gary Taxdahl**  
Golden Age Manor  
Amery

**Region II**  
**Bill Bender**  
St. Mary's Care Center  
Madison

**Region V**  
**Jim Fett\***  
St. Paul Elder Services  
Kaukauna

**Region III**  
**Clark Nordberg\***  
Bethel Home and Services  
Viroqua

**Region VI**  
**Craig Ubbelohde**  
Lutheran Homes of Oshkosh  
Oshkosh

## 2005-2006 Immediate Past President

**Steve Jaberg**  
Cedar Community  
West Bend

## WAHSA Staff

John Sauer  
Executive Director  
  
Brian Schoeneck  
Director of Financial Services

Janice Mashak  
Director of Member Services  
  
Pam Walker  
Executive Secretary

Tom Ramsey  
Director of Government Relations  
  
Linda Rose  
Project Assistant