

AGILITY ADAPTABILITY RESILIENCE

Growing through challenges to
build a bright future, together.

NAB 2021 ANNUAL REPORT

2021 Annual Report

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



Growing through challenges to build a bright future, together.



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Message from the Chairman and President



Mary Wilkinson
Chairman



Randy Linder
President and CEO

We started 2021 with great optimism that we might put the worst of the COVID pandemic behind us with the availability of vaccines and a decline in infections during late spring and summer. In 2020, we learned to be agile and adapt quickly to the challenges faced by those we serve, partnering with our member boards, industry partners and our CE providers with flexibility in how we conduct business. Many of the changes were received positively and NAB remains committed to keeping an open door to your input in the interest of assuring we serve our members in the best way possible.

We again delayed our 50th Anniversary celebration planned for the June 2021 Annual Meeting in the interest of safety and began planning for an in-person celebration in October in Monterey California.

The NAB leadership team was very excited to finally be back together in person for a retreat and meeting of the Executive Committee in August in beautiful Anchorage, Alaska. After a year and a half of Zoom meetings, we appreciated the benefit that being together brings to creative thinking and ideation. The retreat focused on the NAB customer service journey, supported by the results of a persona study conducted prior to the meeting. The study was designed to gain a better understanding of NAB's key stakeholder groups and how they learn about NAB, the ways they prefer to connect and engage with us, and their expectations of NAB as an organization. While in Anchorage, the Executive Committee has many discussions around how we keep our stakeholders engaged over the long-term with NAB. The retreat culminated with an exercise in identifying the one most important goal for NAB over the next 4 years. That goal is to have all 51 NAB Boards and Agencies adopt the HSE™ by 2025.

In October, at the Mid-Year meeting, we finally were together to celebrate NAB's 50th Anniversary and our President and CEO Randy Lindner's 25th Anniversary.

More than eighty members, including twelve past Presidents/Chairmen along with our current Chairman Mary Ellen Wilkinson, convened in beautiful Monterey, California at the Monterey Plaza Hotel. The highlight of the meeting was a fantastic Anniversary celebration at the Folktale Winery in Carmel Valley on Thursday evening.

While every Chairman has faced a least one significant challenge during their term, Mary has led NAB on an 18-month roller coaster ride of continuous challenges and change. We owe her a deep gratitude of appreciation for remaining steady and calm as we did not miss a beat and have continued our visionary focus on the future of NAB. The entire leadership team and staff have maintained a strong and amazingly consistent dedication and endurance through endless hours of zoom meetings and remote work in assuring high-quality programs and services to NAB's members and stakeholders.

It was not just routine business as our volunteers and staff took on extra work to begin the implementation of the new Professional Practice Analysis (PPA), which is the foundation of everything NAB does. A new PPA means revised examinations, revision of our AIT and preceptor programs, CE approval and academic accreditation criteria and development of a new examination Study Guide. Never a group to shy away from challenges, we added the development of a new website and candidate application system on our plates to be sure no one gets bored.

Fall and winter brought us two new surges of COVID, Delta followed by Omicron. However, we are agile, we adapt, and we get the work done with an outlook toward a bright 2022. Read on to learn more about NAB's many successes in 2021.

With sincere gratitude to all of you,

Mary Wilkinson
Chairman

Randy Lindner
President and CEO

Health Services Executive

With a growing desire for licensure portability and the Executive Order on Increasing Economic and Geographic Mobility, the NAB is proud to see increased adoption of the HSE™ qualification as a path to licensure. By the end of 2021, with the addition of Colorado, Texas, and Wisconsin, there were 23 states who had announced that they accept the HSE™ qualification.

Individuals applying for the HSE™ grew to 557 applicants from 44 jurisdictions. With an exam discount in place for the RC/AL (Residential Care/ Assisted Living) & HCBS (Home and Community Based Services) exams for HSE™ applicants, there were 43 applications submitted in 2021. The year ended with 277 qualified HSEs™.



The Health Services Executive (HSE™) qualification standard offers a solution to licensure portability, providing a pathway for both entry-level and experienced practitioners to demonstrate qualification for licensure based on national criteria. The HSE™ is a broad, inclusive combination of education, experience, and examination to meet licensure qualifications across the senior living and health services continuum (NHA, RCAL, and HCBS).

23

The number of states that have adopted the HSE™ qualification by December 31, 2021.

3

The number of additional states that are in the final stages in the HSE™ adoption.

STATES WITH QUALIFIED HSE™ PROFESSIONALS

44 states currently have HSE™ qualified senior living and health services professionals licensed and working within their jurisdiction.

ACCREDITED UNIVERSITIES

14 universities and colleges are HSE™ accredited by NAB. Graduates of these programs are eligible to apply for the HSE™ qualification through the Education Pathway immediately upon graduation.

HSE™ QUALIFIED PROFESSIONALS

277 have applied and successfully achieved the Health Services Executive (HSE™) qualification.

Eligibility Requirements

To apply for the HSE™, applicants must follow one of the two pathways outlined below:

Career Pathway	Education Pathway
<ul style="list-style-type: none"> ★ NHA license and 3 years of active engagement. ★ Bachelor of Arts or Sciences degree. ★ Successfully pass the RCAL & HCBS exams. 	<ul style="list-style-type: none"> ★ Graduate from an HSE™ accredited degree program. ★ Successfully pass the NHA, RCAL, & HCBS exams.

LEARN MORE AND APPLY TODAY AT
WWW.NABWEB.ORG/HSE

NAB Examinations Report

2021 was quite a busy year for all of the NAB Examination Subcommittees as the work continued to align the CORE and the three line of service (LOS) examinations with the 2021 Domains of Practice (DOP). As COVID cases continued to rise in Spring 2021, the NAB Executive Committee made the difficult decision to move both the March Executive Committee meeting and Item Writer's Workshop as well as the June Annual Meeting to be virtual events.

The NAB Examinations Committee leadership quickly shifted their plans and determined the best course of action was to begin with referencing the existing questions within the item bank to the new domains. This task was accomplished through a series of web conferences with our subject matter experts and our testing partner, PSI. Once complete, the examination subject matter experts (SMEs), in collaboration with PSI, continued their work virtually by identifying content areas that were added to the 2020 DOP based on the data received from the PPA. Once identified, questions were developed, and draft exam forms were assembled.

In October 2021, after two years of virtual meetings, the Examinations Subcommittees met in person in Monterey, CA where they were able to develop draft exam forms, conduct standard-setting and begin revisions to the practice exams.

On top of this massive undertaking, a small subset of these subject matter experts has taken on the additional task of redeveloping the NAB digital study guide. In Fall 2021 NAB procured Desire2Learn (D2L), a content development company to redesign the guide to be an interactive and engaging learning experience. D2L will also be moving the NAB study guide to a state-of-the-art learning management system (LMS). Plans are for the study guide to launch in late summer 2022.

It has been quite a busy year with more coming in 2022!

Exam Type	FY20 Total Exams Taken	FY21 Total Exams Taken	FY20 Exam Pass Rate (%)	FY21 Exam Pass Rate (%)
General Core of Knowledge Exam	2,313	2,507	87%	83%
Nursing Home Administration Line of Service Exam	2,600	2,775	64%	62%
Resident Care Assisted Living Line of Service Exam	424	502	66%	61%
Home and Community Based Services Line of Service Exam	50	61	72%	75%

The chart above is a comparison of FY20 vs. FY21 data on all four NAB exams. The data highlights the total exams taken and the pass rates year over year.

NAB Continuing Education Report

At the end of a very difficult 2020, NAB Continuing Education (CE) sponsors were very optimistic that 2021 would finally bring the end of the COVID-19 pandemic. This, however, was not meant to be as we began to see more and more variants of this relentless virus (e.g. Delta, Omicron) hit the United States in waves. Much like they did in 2020, CE sponsors worked closely with the NAB staff team throughout the year to quickly modify and update existing programs, set to take place in person, to virtual conferences, to ensure that the CE needs of administrators from across the country were being met.

In October 2021, NAB added a major change of its own with the rollout of the 2021 Domains of Practice (DOP), which were revamped based on the data collected from the 2020 Professional Practice Analysis (PPA). For the first time in NAB's 50+ year history, the NAB Domains of Practices have subdomains to assist in breaking down the information for content developers, item writers, and those utilizing the resources developed from the DOP.

This year also brought some face changes to the NAB team. In July 2021, Nerissa Hart took another position, and we added a new full-time associate, Misty Bowen to the NAB team. In December 2021, long-time staff member Kristi Welford took another position as well and we were very lucky to have welcomed Lila Horowitz, CMP to the NAB team. Lila oversees the NCERS program, where she is ready and willing to answer all of your CE questions.

NAB would be remiss if we did not thank our 55 CE reviewers as well as our 405 academic, certified, corporate, and standard sponsors for their support of NAB throughout this past year. All in all, NAB approved a total of 4,096 programs in 2021, of which 84% were Distance Learning and 16% were In Person. As we all continue to navigate this new, virtual world we find ourselves in, NAB staff is available to support all of our regulatory boards/jurisdictions with tracking of licensee CE through the NAB CE Registry, verification of NAB approval and any other CE needs you may have.

NAB Meetings

2021 NAB Annual Meeting (June 9 - 11, 2021) - Virtual

The 2021 NAB Annual Meeting was held virtually again this year from June 9 to 11 and the committees were still as productive as ever. While COVID-19 has slowed some of the progress on adoption of the HSE™, the Exam Committee announced significant progress on the new exam forms for 2022. The Continuing Education Committee and Education Committee stayed on pace with the approval of certified sponsors and academic accreditation programs.

The Credentialing Commission, with its goal to increase acceptance of the HSE™ qualification by state agencies, reiterated the willingness of commission members to meet with interested state jurisdictions to help facilitate the adoption of the HSE™. At the time of the meeting, there were 19 states which accept the HSE™ and 264 individuals who are HSE™ qualified across 33 jurisdictions.

The Examination Committee had started work on new exam forms based on the new Domains of Practice. There was a need to update exam references to more recent editions. Exam item writers were challenged to write several items on specific content in preparation for a virtual item review in the summer. This work is in preparation of the new exam forms to be rolled out in the Spring of 2022.

The Continuing Education Committee started a project to evaluate the diversity of the CE reviewers and recruit additional qualified subject matter experts to add to the reviewer pool. They also approved Certified Sponsor status for four sponsors.

The Education Committee was able to review the schools which had their accreditation extended from 2020 due to COVID-19. At the Annual Meeting, there were three academic programs that renewed accreditation and one new program.

The State Governance and Regulatory Issues Committee announced the work of an AIT Preceptor Task Force that will update the AIT manual to align with the 2020 Professional Practice Analysis. The committee also presented the findings of the COVID-19 survey of state agencies regarding temporary changes through emergency rules or other means during the pandemic. Finally, a workgroup has been developed to increase awareness in addition to providing support to NAB member boards regarding portability of licensure in response to the 2020 White House Executive Order Increasing Economic and Geographic Mobility.

With COVID's impact on member boards and employees in health services, the Member Relations and Outreach Committee discussed how the NAB can help their constituents during this difficult time. A survey on NAB social media and communications was revealed, as well as the formation of a task force to help with a new NAB website to better reach NAB's audiences.

2021 NAB Mid-Year Meeting & 50th Anniversary Celebration (October 20 – 22, 2021) – Monterey, CA

The NAB had its first in-person meeting in two years, October 20th to 22nd, 2021 in Monterey, CA at the Monterey Plaza Hotel & Spa. In addition to seeing friends and colleagues in person, the meeting was made extra special by the celebration of NAB's 50 years with special guests in attendance.

In addition to the delight in seeing friends and colleagues in person, much work was accomplished by the various committees and the Board of Governors. The Member Relations and Outreach Committee reported that the NAB website will be undergoing a complete redesign and the website vendor has been secured. A proclamation thanking administrators for their recent work will be developed for distribution. The committee also encouraged HSEs™ to wear HSE™ ribbons at upcoming tradeshow in hopes of creating a buzz.

Again, the Exam Committee made significant progress in the two days leading up to the Mid-Year Meeting. Between those sessions and the prework committee members completed before arriving in Monterey, the exams will be ready with updates in 2022. The committee also reported that they hope to launch a new testing format called LOFT in the near future. LOFT allows each test candidate to receive a unique examination form developed by a computer algorithm. This will replace fixed forms on all NAB exams, with the exception of HCBS. Once this is implemented, NAB will look at removing the limit they have in place on how many times a specific test type can be taken in a year. It was also reported that there will be the development of a new exam application system, which will be housed with NAB's other programs and services.

Denise Scott, MHA, LNHA, president of Drive, was the keynote speaker at the NAB Mid-Year Meeting with a session titled, "Leading and Living Through Your Values." During Denise's session, attendees were asked to assess their values in order to guide them to a better understanding of how to use these values to be a better leader.

The highlight of the meeting was NAB's 50th Anniversary Celebration on Thursday night. Past presidents and chairmen were in attendance to celebrate NAB's journey over the last 50+ years, with dinner and dancing at the Folktale Winery. The NAB started due to an existing need created by federal legislation and grew to include the development of national exams, responsibility for a continuing education review service, establishment of an academic accreditation program for colleges and universities, as well as many other initiatives. Special guests in attendance included the following past presidents/chairmen of NAB: Doug Andrews, Kenneth Greiner, Steven Chies, Denney Austin, Katrina Magdon, Margaret McConnell, Jane Baker, Tom Syverson, Randy Snyder, Keith Knapp, Delvin Zook, and Lisa Hahn, joining current Chairman, Mary Wilkinson. Unable to attend were Ralph Marrinson, the first NAB President, Mike Kittleson, and John Hogan.



Education and Academic Accreditation

A focus of the Education Committee is to engage with colleges and universities in support of continuing or becoming an HSE™ accredited program. This year was especially busy with the conversion to HSE™ accreditation of Shawnee State University, the renewal of five programs, Concordia College (MN), Kent State University (OH), Southern Adventist University (TN), University of Wisconsin Eau Claire (WI), and Virginia Commonwealth University (VA), and accreditation of one new program, Bellarmine University (KY). The current number of accredited programs remains at fifteen. Representatives of Vision 2025 presented to the Education Committee with the aim of potentially partnering with the NAB to grow the number of accredited schools. Following the 2020 Professional Practice Analysis (PPA), the accreditation manual and self-assessment forms have been updated to align with the new Domains of Practice. The Education Committee also updated the job description of the academic accreditation reviewers.



NAB Foundation

The NAB Foundation (NABF), a 501(c)3 organization, serves to Advance Quality Leadership Through Support of: Education, Research, Activities and Collaborations.

Chair Lisa Hahn presided over the first meeting of 2021 of The NAB Foundation Board of Trustees on March 12 with a focus on the Foundation's Strategic Goals. Throughout 2021 considerable progress was realized on the Foundation's three primary objectives.

Objective 1: Support innovative educational initiatives that advance high-quality care in the field of senior living and health services.

Objective 1 supports the Foundation's sponsorships of Vision 2025 and the National Emerging Leadership Conference (NELS). COVID again prevented in-person conferences in 2021. However, NELS sponsored a mini Virtual Conference in late July to continue the visibility of NELS and to build interest in a planned 2022 in-person conference in Washington DC. Vision 2025 held a scaled-down virtual conference in late July that was well attended. The Vision 2025 workgroups made strong progress on their goals and the most exciting development was the decision in late 2021 to incorporate Vision 2025 to assure the long-term success of the vision of twenty-five strong degree programs graduating 1,000 students annually by 2025. NAB Past President/Chairman Steve Chies and Keith Knapp along with Foundation President and CEO Randy Lindner represent the Foundation as members of the Vision 2025 Steering Committee.

Objective 2 - Initiate, support and partner in research that advances and validates leadership competencies.

Trustee/Secretary Jennifer Johs-Artisensi, Treasurer/Trustee Michael Hickey and Denise Boudreau-Scott, Chair, NAB Member Relations and Outreach Committee designed and facilitated a research RFP to study the impacts of the COVID-19 pandemic on senior living leadership. The Foundation Board of Trustees approved a grant funding of up to \$15,000 to be awarded to one or more grantees. At the October 20th meeting of the Board of Trustees, two grants totaling \$14,210 were awarded to Townson University and Des Moines University.

Des Moines University: Senior Living Leader's Perspectives of Leading Through a Pandemic

Townson University: Post COVID-19 Nursing Home Administrator Dissatisfaction, Trauma Tension and Turnover.

The research projects will be completed in the fall of 2022.

Objective 3 - Support, engage and collaborate in activities that advance the mission and values of the Foundation (Academia, researchers, grantmakers, associations).

Communicating to stakeholders the value, benefit, and accomplishments of the Foundation through social media, press releases, articles, presentations and the NAB website are essential to this objective. Trustees Margaret McConnell, Michael Hickey, Mary Ellen Wilkinson, Terry Holecek, Deb Veley and Sharon Parver with the support of NAB staff, will expand the Foundation's visibility through the new NAB website and integrated marketing plan.

The Foundation's financial strength continues to grow with 2021 resulting in the highest level of individual donations in its history totaling \$12,482. With the addition of NAB's generous 2021 donation, gain on investments and a small operating surplus, the Foundation's assets grew by \$110,820 in 2021 to a total of \$394,914.56. Thank you to all the individuals who generously donated in 2021.



NAB Revenue and Expenses

Fiscal Year 2021 resulted in recovery of NAB's revenues in most programs, and expenses remained lower due to the need to hold virtual meetings in the first half of 2021. Total revenues of \$2,800,944.79 exceeded budget by \$85,444.83. In addition, investments showed a strong return of \$244,484.63. All programs exceeded their revenue budget except for the NHA practice exams and state-based exams. Total expenses were under budget by \$188,945 and all major programs were under budget, primarily due to reduced meeting and associated travel expenses.

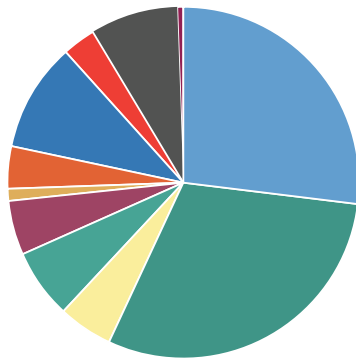
Although the budget did not include an allocation to NAB's three primary reserve funds, a year-end operating surplus of \$280,000 allowed allocations of \$70,000 to each reserve fund and an additional donation to the NAB Foundation of \$70,000. The formula for allocating the year-end operating surplus was approved by the NAB Board of Governors at the Mid-Year Meeting on October 22, 2021, in Monterey, California.

To support the implementation of the new Professional Practice Analysis approved in November of 2020, the NAB Board of Governors in 2021 approved significant

technology investments for the development of a new online candidate application system (\$180,000), a new NAB website (\$70,000), and a new learning platform (D2L) that will support an updated NAB Study Guide and the NAB/ACHCA Preceptor Training Program (\$250,000 over 5 years). These investments will significantly enhance the NAB customer journey and will be offset by revenues over the next five years through study guide and preceptor training program subscription fees.

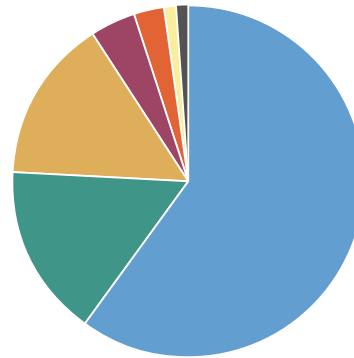
NAB remains in a strong financial position with total net assets of \$2,885,502.64. NAB's success cannot go without acknowledgment of the significant volunteer support that makes the work of NAB possible. Despite the challenges of the COVID pandemic, NAB members, volunteers and leadership continued their amazing contribution of time and high-quality work in support of NAB's programs and services. A huge thank you to all of you!

2021 Total Income



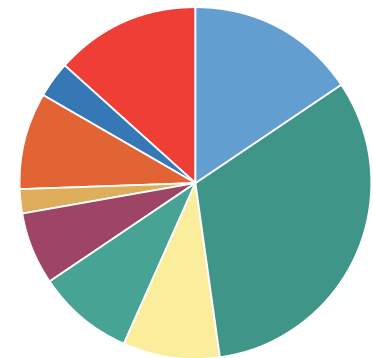
- NCERS 27%
- NHA Exam 30%
- RCAL Exam 5%
- NSBL Exam 6.5%
- Practice Exams 5%
- Academic Accreditation 1%
- Publications 4%
- NAB Meetings 10%
- Dues 3%
- Investments 8%
- Others .5%

2021 Expenses



- Programs 60%
- Management 16%
- Administrative 15%
- Forums 4%
- Publications 3%
- Relations 1%
- Services 1%

2021 Program Expenses



- NCERS 14%
- NHA Exam 29%
- RCAL Exam 8%
- NSBL Exam 8%
- Practice Exams 6%
- NAB Verify 2%
- NAB Foundation 8%
- Academic Accreditation 3%
- Others Programs 12%

In Memoriam:

NAB Members and Volunteers We Lost in 2021



Earl Joseph Thibodaux

Earl Thibodaux, NAB volunteer and Louisiana state delegate representative, passed away on December 11, 2021.

Earl was born on February 1, 1955, in Thibodaux, LA. As the fourth of seven children, he understood the importance of family and supporting each other at a young age.

Earl also developed an entrepreneurial spirit even at a young age. As a kid, Earl was given the nickname Mr. Haney (from Green Acres) by the neighborhood kids because he was already hustling to make a buck selling them

used bicycle parts out of his parents' garage. He and his big brother Eustis helped their dad run the family grocery store pumping gas, stocking shelves, delivering groceries, and even opening the bar room on Sunday mornings.

Earl was considered a natural born leader. After serving in the United States Army, where he was honorably discharged, Earl spent most of his career in long-term healthcare with one company, presently known as Pathways Management. He started as the inaugural administrator at Audubon Health and Rehab in Thibodaux in 1985, and over the years was promoted several times until he became president of operations in the early 2000s. His Pathways colleagues were an extension of his family and he was affectionately known among staff as Mr. T or Papa T. If you worked in one of his homes, you were as important to him as his own relatives were. To know Earl was to know the love he had for his career. As one colleague said, "You rarely find someone who loves what they do and is also really good at it. That was Earl."

Outside of work, Earl was very involved in the community and was an all-around family man to his wife Ann Soignet Thibodaux and their daughter Julie Thibodaux. In addition to serving as a NAB volunteer, Earl was an advisor to the E.D. White Key Club organization/ Kiwanis, served as a commentator at St. Joseph Co-Cathedral, was appointed by the Governor and served as the president of the Louisiana Board of Examiners of Nursing Facility Administrators, and served Manresa House of Retreats as a board member and retreat captain emeritus.

Earl is deeply missed by his many friends and family members.



John Hogan

John Hogan, long-time NAB volunteer and past president, passed away on December 28, 2021. John was born in Ionia, Michigan and was one of eleven Hogan siblings. John showed his resilience and perseverance at a young age when he contracted polio, just before the vaccine became available. This life-altering experience shaped his professional career as well as his compassion for others.

After college, John, his wife Deborah Allen, and their son J. Mackenzie Hogan moved to Corvallis, Oregon. There was never a more perfect match than John and Corvallis.

John worked in nonprofit healthcare administration for many years, running facilities in Mt. Angel, Portland, Lake Oswego, and Corvallis. He has been recognized numerous times throughout his career for his work in long term care, including most recently in 2020 with the National Association of Long Term Care Administrator Boards' Randy Lindner Distinguished Leadership Award. He also found time to teach at Oregon State University for 20+ years, leaving his mark on many.

A strong believer in community service, for 21 years John hosted the Hogan Invitational Golf Tournament at Golf City in Corvallis, an event that raised funds for the Linn Benton Food Share. In addition to being a Past President of NAB, John served as an item writer for the Residential Care/Assisted Living Exam and was a valued leader on the Bylaws Committee. He also served for many years as a continuing education program reviewer, where he evaluated 100s of programs to ensure they were applicable to senior living and health services administration.

Upon John's retirement in 2012, he moved to McMinnville, Ore., where he spent his remaining years enjoying visits with his granddaughters and watching his beloved Oregon Beavers play.

John will be remembered as someone who was willing to do anything in his power to help a friend, family member, student, or co-worker.



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