



# reflections

Washington Health Care Association

## 2025

YEAR IN REVIEW



+ CELEBRATING +

# 40 years

SERVING WASHINGTON'S  
LONG-TERM CARE COMMUNITY



*WE ARE*  
**WASHINGTON  
HEALTH CARE  
ASSOCIATION**

We represent a proud coalition of assisted living communities, skilled nursing facilities, and businesses that support long-term care in Washington State.

Through education, advocacy, and regulatory support, we strive to ensure that every Washingtonian has access to the high quality long-term care they need.

*our mission*

Providing trusted expertise, removing barriers, and bringing resources to members and their employees enriching the lives of the residents served.



## TABLE OF CONTENTS

**Leadership Insights**

**2025 Quick Stats**

**2025 Highlights**

- **Regulatory Support**
- **Education & Events**
- **Government Relations & Advocacy**
- **Member Services & Programs**

**In Gratitude**

**Meet Our Team**



# insights

**Carma Matti-Jackson**

President & CEO  
Washington Health Care Association



If I could choose only one word to describe Washington Health Care Association's 40th anniversary year, it would be "transformative." At the beginning of 2025, our team engaged in our new strategic plan, which was set by the Board to support a refreshed mission statement and to carry the Association through the next few years. We also refreshed our organization's goals and priorities, and updated our planned work with our members.

As a mission-driven association, our members were at the heart of every meeting, every discussion, every plan we made all year long. Our team was inspired by the impressive history of the Association, and it was important to all of us that we honor the relationships and community that has been built around WHCA over the past 40 years.

Reflecting on the past was more than just an exercise in nostalgia for our team. It was and still is a critical step in planning for a strong future. Knowing where we have been helps us to lay a clear path forward. We knew our members would be facing new challenges this year, with impacts to Medicaid funding from changes at the federal level, as well as a looming state budget deficit - so we made it a priority to maintain clarity and stay focused on advocating solutions and providing support.

Of course, we don't do it alone - not now, not ever in the past 40 years of the Association. Our strength has always come from standing shoulder to shoulder with our members, working together to move the needle forward for long-term care providers and the residents we serve across Washington. This year, I was especially inspired by the enthusiasm and commitment our members brought to that shared mission. They worked with our regulatory team to shape new rules for memory care standards, piloted a testing program to help reduce credentialing bottlenecks, and stood up to testify to the legislature and at our virtual "Have a Heart" rally. They strengthened the sense of community at our in-person events, showed up consistently to support our advocacy and PAC efforts, and - most importantly - demonstrated an unwavering commitment to caring for the Washingtonians who rely on them every single day.

Thank you for being such an integral part of our mission over the past four decades. Your partnership, commitment, and trust have shaped who we are and what we have been able to accomplish together.

On behalf of our entire team, I warmly invite you to reach out at any time to share your ideas, feedback, or needs. We are here to support you, and we are honored to stand beside you as we reflect on how far we've come, move forward with purpose, and continue strengthening our long-term care community.

Here's to the next 40 years!

# 2025 quick stats



## WHCA Membership Breakdown

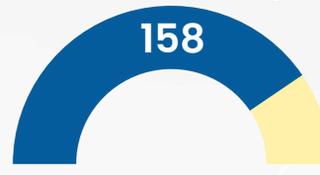


Assisted Living



**72%** of all ALs statewide are WHCA members

Skilled Nursing



**81%** of all SNFs statewide are WHCA members



beds serving long-term care residents in Washington by member facilities

**52,193**



**102 Associate Business Members**



provided crucial services to our long-term care providers, and supported our education and events through sponsorships.

## Education & Events Stats



**41,380**

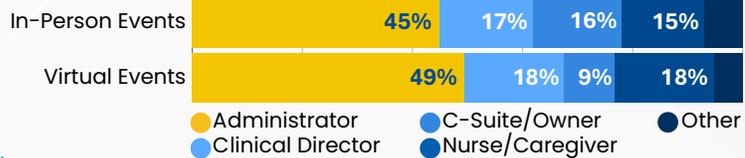
hours of education provided through WHCA webinars and events in 2025

**896**



attendees at live in-person and virtual education events

Who attended WHCA education events this year?



## Advocacy Works



**4,968**

messages sent by advocates through the WHCA Action Center

**\$45M**

for Assisted Living Medicaid Rates

**\$37M**

for Assisted Living Bridge Funding

**\$102M**

for Skilled Nursing Medicaid Rates

# Regulatory *support*

Washington Health Care Association provides expert regulatory consultation and support to members in assisted living and skilled nursing facilities. In addition to helping our members navigate complex state and federal regulations through one-on-one support, WHCA's regulatory team engaged in several high-level regulatory efforts this year.

## **Memory Care Standards in Assisted Living**

Legislation to establish new certification and operating standards for communities that provide memory care services was approved during the 2025 session. WHCA team members including Carma Matti-Jackson, WHCA CEO, Lauri St. Ours, Executive Vice President of Government Relations and Communications, Elena Madrid Executive Vice President for Education and Regulatory Affairs, and Vicki McNealley, Director of Assisted Living worked to shape the legislative policy. Elena and Vicki represented WHCA in stakeholder rulemaking meetings with the Department of Social and Health Services (DSHS). We assisted in the creation of the regulations for certified memory care, and stopped language from being incorporated that would damage or limit facilities from providing dementia care outside of a dedicated memory care unit or facility.

WHCA convened an internal group of experts from Prestige, Caring Places Management, Aegis Senior Living, Cornerstone Court Assisted Living, and Brookdale to work with our regulatory team to help us shape the proposed rules. It was vital that members' voices were heard during this important process, and we appreciate their time and thoughtful insights.

**“WHCA is so extremely helpful. When I email for guidance or want to bounce ideas off of them, they immediately respond to set up a call and discuss it. Knowing that we have that support and knowledge is so comforting.”**

*Ashley Hogue, Regional Director of Operations, Caldera Care*

## **Addressing Credentialing and Certification Barriers**

WHCA worked with the Department of Health (DOH) and DSHS to create opportunities for home care aide (HCA) facility and community trainers to test students within the training programs, rather than testing with Prometric. Members have seen cost savings coming from both the testing itself and travel time, and have also reported a significant decrease in applicants' test anxiety. This streamlined approach to training and testing will be an important step in minimizing some of the credentialing bottleneck.

WHCA worked with Residential Care Services (RCS) and DOH staff to correct an oversight that excluded nursing assistant students from new legislation that extended the certification timeline for HCAs. In late 2025, DSHS released an amended version of the new rule guidance with clarification that NACs employed in assisted livings would also have 365 days to obtain certification, helping reduce extensive backlog and delays.

# Regulatory *support*



NACs are also facing certification barriers in skilled nursing facilities. In 2025, WHCA joined forces with the Washington State Board of Nursing (WABON), LeadingAge Washington (LAW), and the Washington State Hospital Association (WSHA) to raise awareness of the regulatory challenges impacting the nursing assistant workforce at the federal level. As a member of this coalition, WHCA issued a joint memo requesting reform to federal regulations. This request included allowing states to incorporate NAC skills exams within training programs, standardizing written examinations, developing a nursing assistant registry for all care settings with a connection to certification, and developing a credentialing compact for nursing assistants among states. WHCA briefed the Washington Congressional delegation on the issue and approached Representative Emily Randall to help champion a bipartisan effort to amend federal standards. The work on this issue continues into 2026.

## Skilled Nursing Facility Offsite Investigation Pilot

WHCA's regulatory team was engaged with Residential Care Services in their launch of their offsite investigation pilot. We hosted the virtual training and, due to the pilot's success, the facility reported incident offsite investigation program is being expanded to assisted living in 2026.

## Engaging with Members

The changing federal landscape meant it was important for WHCA's regulatory team to keep members up to date. We had the opportunity to welcome representatives from our national affiliate partners, the American Health Care Association and National Center for Assisted Living (AHCA/NCAL) to share policy and regulatory updates with a national perspective.

Jennifer Hahs, AHCA Vice President of Government Affairs, led a presentation at the Virtual Winter Conference with updates about how new federal policies, including federal Medicaid cuts, would potentially impact skilled nursing and assisted living.

Clif Porter, newly appointed President and CEO of AHCA/NCAL, wrapped up WHCA's Annual Convention with a closing keynote focused on the future of long-term care and the challenges ahead. He shared insights about AHCA/NCAL's regulatory priorities, which include updating the Five-Star Rating system, expanding risk-based surveys nationwide, and improving access to the skilled nursing facility Civil Money Penalty Reinvestment Program (CMPRP).

One of the WHCA regulatory team priorities included continuing regular visits to member facilities, where we could meet staff, learn about the specific challenges, and collected information to support member-driven continuous improvement to WHCA's services and education.

## **Looking Forward**

WHCA's regulatory priorities in the coming year includes tuberculosis regulation updates, mandatory reporting guidebook revisions, assistance with licensing and survey processes, disaster preparedness regulatory updates via ESSB 1218, and other topics as they arise.

WHCA's regulatory team will continue working with Residential Care Services and stakeholders to host routine virtual meetings where updates and current issues facing long term care will be shared.

WHCA will work closely with RCS to expand the offsite investigation program into assisted living facilities, starting with a pilot to launch in July 2026. We will host a virtual training in conjunction with RCS and other stakeholders, likely in late spring.

## **National Involvement**

WHCA's Elena Madrid serves as the co-chair of AHCA Survey and Regulatory Committee. Her leadership works with skilled nursing facility representatives across the nation to inform CMS on AHCA priorities related to survey and regulatory reform. Elena also serves on the AHCA/NCAL Quality Cabinet.

WHCA's Vicki McNealley has worked with a national consortium of interested parties in the development of disaster preparedness guidelines for assisted living; these guidelines should be finalized in early 2026 and available to members as a resource. Vicki was also selected to serve on the NCAL Policy and Regulatory Committee starting in 2026.

WHCA is proud of the number of members that shared the news of their citation-free surveys and inspections with us this year. Please continue letting us know of your successes, so we can share in the celebration!

## **Congratulations!**

Blossom Creek Memory Care  
Blossom Valley Assisted Living  
Cordata Court in Bellingham  
Courtyard at Colfax  
East Wenatchee Senior Living  
Evergreen Estates in Clarkston  
Fieldstone on Clear Creek

Fieldstone Memory Care of Puyallup  
Fieldstone Rolling Bay on Bainbridge Island  
Mountain Meadows Senior Living  
Orchard Crest Retirement  
Patriot's Landing at DuPont  
Regency at Northpointe  
Riverview Retirement Community

# Education

## *and events*



Whether our members are looking to develop new skills, earn necessary CEUs, or deepen connections with their peers, WHCA's education opportunities give them the tools they need to become stronger leaders, more competent caregivers, and more powerful voices in Washington's long-term care community.

Our 2025 education theme, **illuminate the Journey**, highlighted the ongoing growth of our sector and how professional development is the pathway to a bright future in a long-term care career.



### **In-Person Education Events**

Both of WHCA's signature in-person events hosted expert speakers in topics such as leadership, operations, clinical, and regulatory issues. Attendees earned CEUs and enjoyed the opportunity to connect with their peers at fun networking activities.

At the **Annual Convention** in Tacoma, we welcomed more than 500 professionals from Washington's long-term care community and the businesses that support their operations. In addition to three days of compelling education sessions, the event was an opportunity to celebrate WHCA's 40<sup>th</sup> anniversary. We were thrilled to invite long-time friends Doris Barret, Nathan Dikes, Scott Sigmon, and Elena Whitmarsh to reflect on the history of the Association in the opening keynote, while AHCA/NCAL President Clif Porter closed the Convention with an exploration of the future of long-term care from a national perspective.

The **WHCA + IHCA Fall Conference** in Spokane kept the 40<sup>th</sup> anniversary celebration going with a "Blast from the Past" trade show and fun night. We loved seeing everyone's most bodacious 80's styles, and attendees enjoyed education and networking opportunities.

# Education *and events*

## Virtual Education Events

WHCA's webinars and live virtual education events offered over 1,500 long-term care professionals opportunities to develop their skills and learn from expert presenters, wherever they are.

The **Virtual Winter Symposium** offered a range of compelling topics across three tracks: Technological Advancement in Long-Term Care, Leadership Development, and Regulatory & Government Affairs. We were especially grateful to welcome Jennifer Hahs, Vice President of Government Relations for AHCA, who offered critical timely insights about the new administration and federal efforts that would impact facilities in our state.

WHCA offered several intensive virtual trainings and workshops this year, including:

**Assisted Living Care Academy**, which trains executive directors, caregivers and nurses in running a wellness department and nursing services in Washington state.

**LEAD Assisted Living Executive Training Program**, which helps administrators develop their leadership capacity and excel in their administrative duties.

**Specialty Trainings in Mental Health and Dementia**, which prepare administrators or trainers to pass the mandated tests to teach these specialty topics to their teams.

**Top 10 Citations**, which review the most commonly cited regulations in assisted livings and skilled nursing facilities from the previous year.

## Expanding Education Opportunities with New Partnerships

In addition to our own regular webinars on a variety of topics, WHCA also partnered this year with the **Institute of Post-Acute Care (InsPAC)** to bring a monthly training series for skilled nursing facilities, featuring expert-led sessions by interdisciplinary professionals from across the country. We also teamed up with Cinematic Health to bring our members **ReadyCNA**, a unique video-based training course that prepares students for the emotional and interpersonal challenges of the nursing assistant role.



## On-Demand Education

Last year, WHCA launched a new **Education Portal** to make online education and resources more accessible to our members. Throughout 2025, our education team continued to develop new on-demand courses, webinar recordings, and trainings. We launched **MedTech U**, which includes 15 hours of fully on-demand training for caregivers aiming to become medication technicians, as well as a **SNF Regulatory Training Series** for new skilled nursing facility administrators. We look forward to bringing even more learning opportunities for members as we continue to grow our on-demand library.

# Government Relations & advocacy

## 2025 Legislative Session

Last year kicked off with a state legislative session marked by an unprecedented number of changes. The Legislature welcomed a large class of freshmen members, driven by a number of retirements and redistricting adjustments, and newly-elected governor Bob Ferguson came out of the gate with a declaration to cut government spending.



*Sen. June Robinson (D-38) and  
WHCA CEO Carma Matti-Jackson*

Our priorities going into this session were clear: secure Medicaid funding, eliminate barriers for the long-term care workforce, and playing defense against troubling proposals while elevating the most critical issues.

## Secure Medicaid Funding for 2025-2027

In a year when the state was facing serious budget woes, WHCA made it a priority to push back against Governor- and House-proposed cuts to Medicaid funding for assisted living and skilled nursing facilities. Prior to leaving office, former Governor Jay Inslee released a budget proposal that made cuts to SNF funding, and the House budget proposed Medicaid cuts to both AL and SNF.

Our government relations team met with Governor Ferguson's long-term care policy staff lead throughout the session to press the need for adequate Medicaid funding. We urged the legislative budget committees to recognize the vital role long-term care plays in the healthcare continuum, and activated our network of member advocates to oppose the House cuts. Through our efforts and our members' powerful testimonies, the much-needed funding was secured in the final budget. Pending the 2026 legislative session, Medicaid rates are scheduled and funded to be updated to 2024 costs on July 1, 2026.

- **Assisted Living - \$45 million** was secured for rebasing assisted living Medicaid rates. The weighted average Medicaid rates will increase from \$134 to \$149. An additional **\$37.4 million** was secured to extend assisted living bridge funding for the next two years for facilities with 75% or greater Medicaid occupancy - a \$21 per day rate add-on.
- **Skilled Nursing - \$102 million** was secured for rebasing skilled nursing Medicaid rates. The weighted average Medicaid rates will increase from \$377 to \$394.

While these gains were hard won, our work is not over. WHCA will continue to push our legislators to prioritize funding for assisted living and skilled nursing facilities.



Rep. Joe Schmick (R-9) and WHCA EVP of Government Relations Lauri St. Ours

## Eliminate Barriers for the Long-Term Care Workforce

Backlogs in home care aide (HCA) application processing have severely impacted our assisted living members' ability to adequately staff their facilities. This is an issue WHCA has been actively engaging with the Department of Health and DSHS to resolve for some time.

During the 2025 session, our government relations team worked closely with the Governor's Office and legislators to find a solution, and championed legislation (SB 5672) that temporarily delayed HCA certification requirements and allowed time to resolve the issue. Our regulatory team supported the implementation of this new legislation (see the *Regulatory Support* section of this report for more details).

## Elevate the Most Critical Issues

WHCA's 40 years of expertise and focused advocacy has positioned the Association to demand attention from policymakers in Washington. Members of our government relations team took part in high-profile events and activities to ensure our long-term care providers were prioritized.

CEO Carma Matti-Jackson participated in a statewide media event to help focus on the problems of cutting essential state programs like skilled nursing and assisted living care. Her message to the media and legislature was that an all-cuts budget would devastate access to long-term care, driving facility closures and job losses.

Lauri St. Ours, Executive Vice President of Communications & Government Relations, represented WHCA and our members in a central WA coalition to oppose federal Medicaid cuts. We also rallied our members to take action against the federal cuts by participating in the campaign held by our national affiliate partners at AHCA/NCAL. We gathered our members' insights, and their voices were heard. Senator Maria Cantwell (D-WA) featured the results of WHCA's survey in her snapshot report on the devastating impact of federal Medicaid cuts.

## **SSB 5337: Assisted Living Memory Care Certification Legislation**

WHCA has long been an engaged stakeholder in public policy efforts related to memory care services and supports, including participation in Washington's Dementia Action Collaborative and work to help shape physical plant and operational standards for assisted living providers serving individuals with Alzheimer's disease and other dementias. In 2025, this advocacy and our experience with the subject matter became especially important in our work on SSB 5337—legislation establishing new regulations for memory care services in Washington. WHCA was instrumental in ensuring the bill did not include mandatory staffing requirements and in clarifying that the law does not apply to assisted living providers that serve individuals with dementia but do not hold themselves out as providing specialized memory care services.

We are grateful to Senator Tina Orwall (D-33), the bill sponsor, for addressing our concerns, accepting WHCA proposed amendments, and working with stakeholders to resolve key issues. While significant progress was made to clarify the statutory language, the real work now begins as the Department moves forward with rulemaking and implementation of the new standard. The WHCA regulatory team is representing providers in this work.

# Government Relations & advocacy

## Powerful Voices Driving Change

WHCA's network of grassroots advocates came out in force this year to speak up for our state's most vulnerable residents and those who care for them. Our government relations team offered advocacy trainings, coordinated meetings with legislators, and kept our members informed on the issues that required their urgent action.

In February, WHCA organized a joint rally urging legislators to **Have a Heart for Seniors**, where several of Washington's long-term care leaders spoke passionately about the impacts Medicaid cuts would have on our sector. A special thank you to our members who participated: Andrew Rapp of Regency Pacific Management, Joanny Schimmelfennig of Good Samaritan Healthcare Center, Nikki Storms of Chehalis West Assisted Living, Tarah Threde of Hearthside Manor Memory Care, and Zack Wester of Noble Healthcare.

We put our members and their stories front-and-center and identified opportunities to leverage the media to get the attention of the public - which is no easy feat in a hectic political climate. WHCA's government relations team cultivated relationships with Washington reporters and journalists, and provided wraparound support to long-term care providers who participated in interviews or wrote guest columns and op-eds to highlight their residents and the obligation we all have to provide them care.

Last year, WHCA and our members were featured in articles, op-eds, and news stories in every major statewide media outlet:

Apple City News  
Cascade PBS  
The Columbian  
The Everett Herald

King 5 News  
McKnight's  
Q-13 News  
The Seattle Times  
The Spokesman Review

Tacoma News Tribune  
Tri-Cities Herald  
The Washington State Standard  
Yakima Herald Republic



**65**  
members gave  
public testimony



**2661**  
active users on the  
WHCA Action Center



**8391**  
emails, letters, calls, &  
contacts with lawmakers

WHCA would like to give special acknowledgement to the following companies, all of which enlisted 50 or more people to become active advocates in 2025. Thank you!

**Caldera Care**  
**Ensign Services**

**Cascadia Healthcare**  
**Evergreen Healthcare**

**Caring Places Management**  
**Regency Pacific Management**

**"We get a lot of ongoing support and knowledge from our WHCA team and other members we network with. It takes a village and dedication."**

*Dianna Carter, Director of Community Relations, Orchard Crest Retirement*

# Government Relations & advocacy

## Legislative Facility Tours

Nothing drives the point home for legislators more than seeing the people whose lives are impacted by the laws they pass and the policies they champion. WHCA's government relations team helped over 30 member facilities arrange tours with their representatives. We updated our Legislative Tour Toolkit to make planning and hosting a tour a breeze, prepared issues briefs and other resources to help members feel more prepared, and even came along to a few tours when we could.

This valuable face time with residents and staff helped legislators put issues into context, making facility tours one of the most powerful and effective advocacy tools at our disposal.



Learn more about our legislative advocacy work on our website at [whca.org/advocacy](https://whca.org/advocacy), and follow us on social media for updates and ways to get involved during the legislative session and throughout the year.

# Government Relations & *advocacy*

## Thank You to Our WHCA-PAC Sponsors

Your generous support at our special FUNdraising events and throughout the year help to make our advocacy work possible.



Aegis Living  
Alderwood Post Acute and Rehabilitation  
Ashley Pointe Senior Living  
Aspen Quality Care  
Assured Partners  
Auburn Post Acute  
Avamere Living  
Avista Senior Living  
Bailey-Boushay House  
Ballard Spahr  
Birch Creek Post Acute and Rehabilitation  
Brookdale Senior Living  
Caldera Care  
Care Partners  
Cascadia Healthcare  
Cashmere Care Center  
Chommerce Healthcare Solutions  
Consolidated Billing Services, Inc.  
Cononus Healthcare Services  
Consulting Resources  
Employer Resources Northwest  
Evergreen Healthcare  
Gig Harbor Health and Rehabilitation  
Good Samaritan Health Care Center

Hill Valley Healthcare  
Hyatt Family Facilities  
Lacey Post Acute and Rehabilitation  
Life Care Centers of America  
Merrill Gardens  
Nightingale Healthcare  
Noble Healthcare  
North Bend Post Acute  
Olympics West Retirement Inn  
The Partners Group  
Pennant WA  
Puyallup Valley Enhanced Residential Care  
Regency on Whidbey  
Regency Pacific Management  
Ridgefield Living Center  
Roo-Lan Health and Rehab  
Salmon Creek Post Acute and Rehab  
Sapphire Health Services  
Spokane Health and Rehabilitation Center  
Sunshine Health Facilities  
Touchmark  
Vertical Health Services  
Village Pharmacy Services  
Vista Manor Assisted Living

## Bowl-a-Rama and Fall Golf Invitational

Advocacy is about community, and we are grateful to have opportunities to bring ours together at our signature WHCA-PAC FUNdraising events. Thank you to all who came and had a great time supporting our advocacy work at our 2025 PAC events.



# Member Services & programs

At WHCA, providing our members with services of the highest quality and value is our priority. We continued our efforts to improve our members' experience this year with a new **Business Directory** on our website to help long-term care providers connect with our Associate Business members and their services.

Our **Group Retro** program provided assistance on 2,694 workplace injuries, and saved participants over \$3.2 million in workers' comp premiums. The program facilitators at ERNwest held trainings at 109 facilities in 2025. We also continued to grow our new **Group Purchasing** program with Incite, which includes access to Incite Workforce Solutions to improve retention and reduce staffing agency dependency. See our membership guide for more info about these programs and other benefits.

Our whole team enjoyed opportunities to visit some of our members this year, so we could see for ourselves and hear directly about the pressure points assisted living and skilled nursing facilities are facing, and learn more about how we might help.



## 2025 Excellence in Service Awards

At our Annual Convention in May, we were honored to recognize these outstanding individuals for their commitment and dedication to long-term care. Congratulations!

### Assisted Living

Nurse of the Year  
**Monique Murphy**  
*Chehalis West*

Noble Caregiver of the Year  
**Melissa Elson**  
*Hazel Dell Assisted Living*

Red Carpet Quality Award  
**Paolo Bernabe**  
*Ida Culver House Broadview*

Administrator of the Year  
**Gidgette Chesley**  
*Patriot's Landing*

### Skilled Nursing

Nurse of the Year  
**Aracely Aerrola**  
*Regency Harmony House*

Noble Caregiver of the Year  
**Bill Giles**  
*Alderwood Manor*

Red Carpet Quality Award  
**Jesse Huerta**  
*Life Care of Skagit Valley*

Administrator of the Year  
**Ashley Hogue**  
*Three Rivers Care*

## LPN apprenticeship program

WASHINGTON HEALTH CARE ASSOCIATION

### LPN Apprenticeship Program

The registered LPN Apprenticeship program entered its second year with WHCA as the sponsor for this pilot in Washington state. This first of its kind program was funded by grant funds and officially sunsets July 2026. We are proud to continue to support a cohort of four apprentices that are on track to complete the program and graduate. We also appreciate Pennant, Hill Valley, and Ensign for supporting this pilot and the buildings that serve as the training agents for this demonstration program.

The program will not be renewed beyond the pilot due to the lack of sustainable funding and infrastructure challenges, however WHCA took great pride in lifting this program off the ground and has a working “lessons learned” document that may be used as a guide to the legislature, state agencies, stakeholders, and others that may wish to implement similar apprenticeship program.

2025 accomplishments included a Nurse Technician Tracker resource created by our Program Manager, Dan Scheuler. This tracker has been hailed by its users and by Edmonds College as wonderful tool that can be leveraged for future uses.

Some positive key outcomes included faculty acknowledgement that apprentices were more prepared for medication administration due to their on-the-job exposure and in-facility clinicals. The facilities that employ the apprentices noted knowledgeable contributions by apprentices in wound care meetings. Overall, the apprentices report the program as a positive experience.



# *thank you!* for Supporting Our Mission

Our work would not be possible without the generous support of our Preferred Partners, Associate Business members, and sponsors. Thank you for your commitment to our members and the residents and families they serve every day.

## 2025 PREFERRED PARTNERS



## 2025 GOLD SPONSORS



# meet the team

## Board of Directors

**Bill Miller** | *Board Chair*  
Vertical Health Services

**Nadine de Klerk** | *Past Chair*  
Regency Pacific Management

**Nancy Butner** | *Vice Chair*  
Life Care Centers of America

**Bill Ulrich** | *Associate Business Governor,  
Treasurer*  
Consolidated Billing Services, Inc.

**Zack Wester** | *Independent AL*  
Noble Healthcare

**Jaimie Hans** | *Independent AL*  
Maple Glen Assisted Living

**Pete Wolkin** | *Independent SNF*  
Nightingale Healthcare

**Rachel Maxim** | *Independent SNF*  
Woodland Care Center

**Stephen Geissler** | *Multi AL*  
Aegis Senior Living

**Elena Whitemarsh** | *Multi AL*  
Brookdale Senior Living

**Danielle St. Germain** | *Multi SNF*  
Stafholt Health and Rehabilitation

**Amanda Lanser** | *Multi SNF*  
Mountain View Rehabilitation  
Ensign Services

**Monica Chopra** | *At-Large*  
Cascadia Senior Living

**Sandra Hurd** | *At-Large*  
Hill Valley Healthcare

**Morei Lingle** | *At-Large*  
Merrill Gardens

**Jason Odenthal** | *At-Large*  
Evergreen Healthcare Group

## WHCA Staff

**Carma Matti-Jackson**  
*President & CEO*

**Elena Madrid**  
*EVP, Education & Regulatory Affairs*

**Lauri St. Ours**  
*EVP, Communications & Government  
Relations*

**Jackie Asbury**  
*Communications Coordinator*

**Jennifer Baria**  
*Education Manager*

**Diana Field**  
*Director of Finance*

**Kristen Hintz**  
*Senior Marketing & Communications  
Manager*

**Vicki McNealley**  
*Director of Assisted Living*

**Tara McTyer**  
*Executive Assistant*

**Dan Scheuler**  
*Apprenticeship Senior Program Manager*

**Aidan Swayne**  
*Government Relations Coordinator*

**Juanita Taurman**  
*Manager of Events & Special Programs*

**"The consultation side of WHCA services is critically important. Regulatory support at the building level is excellent."**

*Bob Chapman, Administrator, Brookdale East Olympia*

**"We have been attending WHCA events and educational seminars for decades now. We love their team and advocacy!"**

*Burst Medical Billing, Associate Business Members*

### **Questions About Membership?**

If you are a representative of a company that operates assisted living or skilled nursing facilities in Washington state, or if your business provides supportive services to long-term care facilities, we'd love to hear from you! Please get in touch today and find out what membership in Washington Health Care Association can do for you.



Washington Health Care Association

---

 303 Cleveland Ave. SE, Ste 102  
Tumwater, WA 98501

 (360) 352-3304

 [whca.org](http://whca.org)