

Massachusetts Aging
Services Association

Not-for-Profit Providers. Caring is our bottom line.

2010

Report
to the
Community



A Letter from the President and Chair

Dear Friends

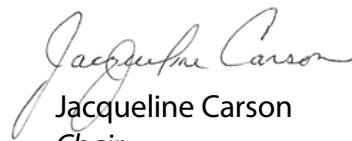
It is hard to believe that it was just three years ago, that the MassAging Board of Trustees unveiled a new three-year strategic plan aimed at helping our members address their most significant, overarching common challenges. Over the past three years, the Association's activities have all centered around the four strategic focus areas identified by the Board at that time; 1) *Evolution of Aging Services*, 2) *Leadership Development*, 3) *Members' Financial Strength*, and 4) *MassAging's Organizational Strength*. Though there is certainly more work to be done, we have made tremendous strides in these four areas. A few highlights of our achievements over the past three years include: the provision of extensive education to members' about many of the new models emerging in aging services; establishment of a new program for emerging leaders called *The Leadership Academy*, sponsored by LarsonAllen; high-level financial and strategic information provided to members' and their boards as part of our annual *Senior Living Symposium* with Ziegler Capital Markets; and a strong nine percent growth in our provider membership and a thirty-one percent growth among our business affiliates, critical partners in the work of the Association. We encourage you to read the entire *Report to the Community* to learn about our accomplishments in 2010.

As we prepare to enter 2011, the Board has just completed another round of strategic planning which builds upon the Association's work of the past three years while addressing new challenges that have emerged and that we know our members will need to confront in the coming years. Such challenges include the passage and implementation of national health care reform and its impact on aging services, and the evolving role and expectations of consumers. We look forward to sharing our new strategic plan with our membership early in the new year.


As most of you know, beginning in January, 2011, the American Association of Homes and Services for the Aging (AAHSA) will become known as LeadingAge. We are very pleased that the MassAging Board has voted to align with our national association and to change our name to LeadingAge Massachusetts. LeadingAge Massachusetts will offer us a strong and distinct voice for organizations that serve older adults. We will continue to lead in innovative practices that transform how we care for our aging population, cutting-edge initiatives to develop services that meet older adults' needs and preferences and advocacy efforts to advance the interest of the aging consumer. We will live our restated mission of *Expanding the World of Possibilities for Aging*.

We would like to acknowledge MassAging's small, but very effective staff, Don Powell, Director of Member Services and Sue Pouliot, Director of Education for their dedication to our members. We also would like to thank the members of MassAging's Board of Trustees, committees, and task forces who have dedicated countless hours of their time in furthering the mission of this association.

Finally, we would like to thank our members for their continued commitment and for the important and inspiring work that you do every day and for *Expanding the World of Possibilities for Aging*.


Jacqueline Carson
Chair




Elissa Sherman
President



MassAging's 2008 - 2010 Strategic Plan

In 2007, the MassAging Board of Trustees developed a three-year strategic plan to guide the Association's activities into the future. When developing our strategic plan, we discussed those challenges and concerns that most of our members share. The impetus for this discussion was our goal to deliver the highest return on our members' investment (dues) to the greatest number of members.

MassAging is committed to allocating its resources, using its clout, capitalizing on its access, and applying its knowledge accordingly. This is about the ability to focus resources and expertise to bring as much value to our members as possible.

Our strategic plan has been based on the following common denominators that at the time were the most significant and overarching among MassAging members:

- Responding to the evolution of aging services
- Improving the financial strength of member organizations
- Addressing the challenges of staffing and leadership development

Even as new challenges have emerged over the past three years, these concerns have continued to dominate, allowing our strategic plan to serve as a critical guide for the Association as we work to provide value to our members.

MassAging is committed to allocating its resources, using its clout, capitalizing on its access, and applying its knowledge.



Evolution of Aging Services

MassAging has worked to ensure that member organizations are fully aware of the shifts occurring in aging services and what these shifts and changes portend to their business, their bottom line, and to their future. We have also been committed to helping members respond to and adapt to these changes.

STRATEGIC FOCUS AREA

In 2010, we continued to offer educational programming for members on the realities, trends, and anticipated shifts in aging services and assumed a leadership role, serving as a resource, facilitator and catalyst promoting member organizational transformation. Below are a few examples of our achievements in this strategic focus area from this past year:

- The theme of MassAging's 2010 Annual Conference was *Consumer Voices: Shaping the Future of Aging Services*, with close to 300 individuals attending this highly rated conference. Each of the day's 11 breakout sessions and keynote offered attendees insights on leading trends and innovations in aging services including:
 - Understanding trends and insights in generational marketing by keynoter John Martin, CEO of The Boomer Project
 - Technology applications in aging services
 - Contrasting different models aimed at helping seniors age at home in the community
 - New programs/research in wellness
 - Understanding the small house nursing home model
 - Implications of national health care reform on opportunities for provider consumer collaborations
 - Bridging the gap of online media/communications with older adults
 - Engaging residents in going green
 - Intergenerational planning and design
- In May, MassAging co-sponsored a symposium on small house nursing homes with the Masonic Health System Institute which attracted more than 100 individuals from Massachusetts and around the country to learn about this innovative new model.
- Convened MassAging's Technology Task Force, comprised of provider and business partner members with a charge of identifying how the Association can best help members in the area of technology adaptation.
- MassAging is a member of a new work group convened by the Department of Public Health aimed at easing the regulatory waiver process for nursing facilities interested in implementing person-centered care.
- As a member of the Massachusetts Culture Change Coalition, MassAging assisted in the planning of the 2nd Statewide Culture Change Conference attended by more than 500 providers, surveyors, ombudsmen and other interested individuals.

Leadership Development



STRATEGIC FOCUS AREA

Regardless of the profession or industry, a key to an organization's success is the quality and effectiveness of its leaders. And in challenging financial times, having talented leaders is more important than ever. MassAging remains committed to assisting its member organizations with developing their management teams and Boards of Directors.

Some of our activities and achievements in the area of Leadership Development over the past year include:

- Programs offered to improve the skills of Emerging Leaders including, 'The Art of Negotiating: Supporting a Culture of Win-Win Solutions' presented by Diane Ripstein, 'Elder Mediation' presented by Gail Packer and 'Relational Intelligence: The Critical Element to Your Success' presented by Del Gilbert. On average, 97% of the participants that completed an evaluation stated the session they attended will make them more effective leaders.
- As part of MassAging's efforts to enhance the effectiveness of members' Boards, a half day seminar 'Governance as Leadership,' featuring Bill Ryan from the Hauser Center on Nonprofit Organizations at Harvard University was attended by 40 people from 15 different member organizations of which 62% were Board Members.

The Leadership Academy focuses on developing strong, effective leaders through interactive presentations, case studies, group work, and independent study.

- 96% of all participants rated MassAging educational leadership programs as very good or higher, which was the highest rating in the past 4 years.
- 179 members from 60 different organizations attended at least one emerging leader or governance program in 2010. This is a 44% increase in the number of individuals and a 28% increase in the number of organizations from last year.
- Following a year-long research and development process, MassAging recently announced the launch of *The Leadership Academy*, sponsored by LarsonAllen, which will be an 11- month program for Emerging Leaders that will begin in January 2011. *The Leadership Academy* focuses on developing strong, effective leaders in the not-for-profit aging services field through interactive presentations, case studies, group work, and independent study.
- MassAging was pleased to have two members chosen to participate in the *Leadership AAHSA* class of 2010. *Leadership AAHSA* Fellows Rebecca Donato from North Hill and Aline Russotto from Orchard Cove are also active leaders in MassAging serving on committees and task forces.

Members' Financial Strength

STRATEGIC FOCUS AREA



One of the prominent and compelling member “common denominators” is the challenge to attain or maintain financial stability and viability. The most successful not-for-profits incorporate progressive, innovative financial practices. Recognizing this reality, MassAging has worked to assist its members by keeping them apprised of changes in senior care and aging services; introducing members to new business and financial models; and sharing financial best practices. With the challenging economic conditions of the past couple of years, this strategic focus area has proven to be even more relevant for our membership.

Our achievements over the past year in the area of Members' Financial Strength are:

- For the second year in a row, MassAging partnered with Business Affiliate, Ziegler Capital Markets, for our annual *Senior Living Symposium* which provided attendees with timely information on financial, strategic and operational issues related to supporting the financial strength of not-for-profit aging service organizations. The Symposium included an overview of the state of senior living and sessions ranging from strategic planning, alternative financing options, investment policies, a legal roundtable, use of benchmarks and dashboards, and understanding fiduciary responsibility. With over 125 people in attendance and speakers representing the full spectrum of senior living and senior health care, this second annual program was a huge success.
- In an effort to educate members' boards, all members received a free DVD of a presentation entitled *Fiduciary Responsibility* that was presented at the *Senior Living Symposium*.
- In partnership with Business Affiliate LarsonAllen, MassAging distributed benchmark reports to all skilled nursing members to provide them with critical data comparisons to assist with their budgeting and operational decision-making.
- MassAging completed the first round of the *Philanthropy Collaborative* with Business Affiliate Davenport & Barr, which provided comprehensive education and consultation in fundraising and philanthropy to 12 participating member organizations. At the conclusion of this two-year program, aggregate fundraising results had increased by more than 150%.
- Davenport & Barr continued to provide monthly tips on fundraising and philanthropy as part of the “Ask the Philanthropy Advisors” in the MassAging Observer.

“We are very grateful for MassAging’s progressive insight and decision to make the Philanthropy Collaborative available to its members, as we would not have been able to secure the amount and quality of expertise we have received on our own.”

*Karen Laganelli, Executive Director
Holy Trinity Nursing, Rehab & Hospice*

MassAging's Organizational Strength

STRATEGIC FOCUS AREA



MassAging must continue to grow, improve its financial viability, increase its impact through a larger base of members, and continue its efforts to strengthen the overall association. The more robust MassAging is, the more effective it can be on behalf of its members and the more assistance and services it can provide.

- Despite the continued economic downturn which has had a financial impact on many of our members, our membership ranks have grown in 2010, with 4 new provider members and a net increase of 12 new Business Affiliates.
- Over 150 attended regional networking breakfasts in four locations around the state during the year, which provided members an opportunity to network and hear association and policy updates.
- MassAging's Membership Satisfaction Survey demonstrated high satisfaction with the programs and services offered to members, with an overwhelming percentage of members strongly agreeing that membership is very valuable to them personally and to their organization. A majority of members responding to the survey completely agreed with the statement that they would strongly recommend membership to MassAging to their colleagues.
- In 2010, MassAging entered into a mutually beneficial agreement to manage the Massachusetts Long Term Care Finance Association (LTCFA), an association representing individuals interested in long term care financial management.
- MassAging's President, Elissa Sherman served as an appointed member of the Commonwealth's Long Term Care Financing Advisory Committee, charged with recommending new ways to finance long term services and supports in the Commonwealth.
- MassAging has continued to increase and demonstrate its organizational strength through participation in numerous statewide coalitions and workgroups including:

Over 150 attended regional networking breakfasts around the state, providing members an opportunity to network and hear association and policy updates.

- MassHealth Payment Policy Advisory Committee
- MassHealth Operations Advisory Group
- Extended Care Career Ladder (ECCLI) Advisory Board
- Masspro's Patient Safety Advisory Committee
- Department of Public Health Quality of Life Program (QLP) Advisory Group
- Massachusetts Culture Change Coalition
- Massachusetts Senior Housing Coalition
- Massachusetts Pressure Ulcer Collaborative
- State Alzheimer's Plan Quality Workgroup

2010 Annual Achievement Award Recipients

Board Leadership Award

The Hellenic Women's Benevolent
Association
Hellenic Nursing & Rehab Center



Community Service

Nichols Village Park Volunteers
Nichols Village

Emerging Leader Award

Beth Vettori
Rockridge Retirement Community



Heart and Hands Award

Lisa Talayco
Rogerson Communities



Outstanding Mentor Award

Hali Diecidue
Hebrew Rehabilitation Center



Program Innovation of the Year Award

Leonard Florence Center for Living
Chelsea Jewish Foundation

Volunteer Service Award

Natalie Wolf
Hebrew SeniorLife



Congratulations!

2009 Audited Financial Statements

		2009	2008
Statement of Financial Position			
Assets	CURRENT ASSETS		
	Cash	\$455,904	\$426,861
	Accounts Receivable	2,851	4,316
	Prepaid Expenses		575
	Total	458,755	431,752
	EQUIPMENT		
	Equipment	19,991	18,574
	Less-accumulated depreciation	(17,718)	(15,256)
	Net equipment	2,273	3,318
	OTHER ASSETS		
	Deposits	2,500	2,500
TOTAL ASSETS	\$463,528	\$437,570	
Liabilities and Net Assets	CURRENT LIABILITIES		
	Accounts payable	1,157	41,780
	Accrued expenses	25,588	28,000
	Deferred revenue	1,750	1,600
	Total liabilities	28,495	71,380
	UNRESTRICTED NET ASSETS	435,033	366,190
	TOTAL LIABILITIES AND NET ASSETS	\$463,528	\$437,570
	Statement of Activities and Change in Net Assets		
Operating Revenues	Member Dues	310,428	284,313
	Member Services	206,704	224,812
	Other Revenue	31,139	51,018
	Total Revenue	548,271	560,143
Operating Expenses	Personnel and related costs	213,894	202,887
	Conferences and Programs	136,460	132,335
	Advocacy	24,100	24,100
	Communications	16,410	30,256
	General & administrative	35,957	23,725
	Professional Services	29,886	60,296
	Occupancy	22,721	22,558
	Total Operating expenses	479,428	496,307
Increase (Decrease) in Unrestricted Net Assets	68,843	63,836	
Net Assets - Beginning of year	366,190	302,354	
Net Assets - End of year	\$435,033	\$366,190	

MassAging Leadership

Officers

Chair	Jacqueline Carson, <i>Peter Sanborn Place</i>
Chair-Elect	Kevin Burke, <i>North Hill</i>
Treasurer	Paul Hollings, <i>Orchard Cove</i>
Clerk	Meg Coffin, <i>Notre Dame du Lac</i>
Immediate Past Chair	Rev. Herbert Taylor, <i>Deaconess Abundant Life Communities</i>
President	Elissa Sherman, <i>MassAging</i>

Trustees

Anne DeMinico <i>St. Joseph Manor Health Care</i>	Nancy Mulvihill <i>Covenant Health Systems</i>	Merlin Southwick* <i>Mount Pleasant Home</i>
Edward Herrmann <i>Hannah B.G. Shaw Home</i>	Alan Popp <i>Mason Wright Foundation</i>	Patrick Stapleton** <i>Sherrill House</i>
Paul Lanzikos** <i>North Shore Elder Services</i>	Naomi Prendergast <i>D'Youville Senior Care</i>	Matt Weinstock <i>Aviv Centers for Living</i>
Jeanne Leydon <i>MI Health/Care Services</i>	Dana Ramish <i>Sophia Snow Place</i>	

BOARD

MassAging Representatives to the AAHSA House of Delegates

Kevin Burke
Jacqueline Carson
Meg Coffin
Edward Herrmann
Paul Hollings
Rev. Herbert Taylor*
Matt Weinstock



MassAging Staff

Elissa Sherman
President

Sue Pouliot
Director of Education

Donald Powell
Director of Member Services

MassAging Support

Bookkeeper - Lisa Miano, CPA
Communications - Cindy Goss
Government Relations - Paul Donovan, *Kearney, Donovan & McGee*

* Completed term in 2010
** Elected to the Board in 2010

LEADERSHIP

Committees and Task Forces

Annual Conference Task Force

Edward Herrmann, Chair – Hannah B. G. Shaw Home
Rebecca Donato – North Hill
George Ferencik
Joyce Haglund – William B. Rice Eventide Home
Jack Hillier – PharMerica
Sister Jacquelyn McCarthy – Bethany Health Care Center
Nancy Mulvihill – Covenant Health Systems
Jim Warner – JSA Inc.



Annual Meeting Task Force

Paul Hollings, Chair – Orchard Cove
Adam Berman – Chelsea Jewish Nursing Home
Katherine Lemay – Notre Dame Long Term Care Center
Nancy Mulvihill – Covenant Health Systems
Julian Rich – Penacook Place



Financial Strategies Task Force

Jim Freehling, Chair – Brookhaven at Lexington
Karl Baker – Feeley & Driscoll PC
Bob Baranello – Landmark Health Solutions
Scott Dickinson – Nevins Nursing & Rehab Center
Rick Hamilton – LarsonAllen
David Hines – St. Patrick's Manor
John LoConte – KDSA Consulting
Marge Mantoni – Loomis Communities
Keith Robertson – Ziegler Capital Markets
John Sannella – Kirkland Albrecht & Fredrickson
Toby Shea – Masonic Health System
Mike Slavik - LarsonAllen
Patrick Stapleton – Sherrill House
Matt Weinstock – Aviv Centers for Living

Technology Task Force

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Joe Carella – Scandinavian Living Center
Lili Dwight – Masonic Health System
George Ferencik
Ryan Hedges - Medline
Edward Herrmann – Hannah B.G. Shaw Home
Garth Johnson – Cutler and Associates
John LoConte – KDSA Consulting

Committees and Task Forces

Leadership Development Task Force

Alan Popp, Chair – Mason Wright Foundation
Judy Blackburn – Merrimack River Valley House
Barbara Bruhm – Landmark Health Systems
Anne DeMinico – St. Joseph Manor
David Maw – North Hill
Denise Riley Okum – Goddard House
Aline Russotto – Orchard Cove
Katy Ahern Tavares – Aviv Centers for Living

Membership Work Group

Matt Weinstock, Chair – Aviv Centers for Living
Jacqueline Carson – Peter Sanborn Place
Meg Coffin – Notre Dame du Lac
Paul Lanzikos – North Shore Elder Services
Jeanne Leydon – MI Health Care

Committee on Trustees

Rev. Herbert Taylor, Chair – Deaconess Abundant
Life Communities
Kevin Burke – North Hill
Jacqueline Carson – Peter Sanborn Place
Jim Freehling – Brookhaven at Lexington
Barbara A. Doyle – Carleton-Willard Village
Susan McDonough – Covenant Health Systems

Finance Committee

Paul Hollings, Chair – Orchard Cove
Kevin Burke – North Hill
Jacqueline Carson – Peter Sanborn Place
David Hines – St. Patrick's Manor
Jim Freehling – Brookhaven at Lexington
Julian Rich – Penacook Place

“MassAging is a leader in promoting the quality of life for those we serve, for providing resources to improve the quality of care for our residents, and for encouraging the professional development and leadership of its constituents.”

*Member response from MassAging's
Membership Satisfaction Survey*

Provider Members

* Denotes new member since October 2009

Adams House
Annie Maxim House
Applewood at Amherst
Armenian Nursing & Rehabilitation Center
Aviv Centers for Living
Bayview Retirement Community
Beacon Hill Village
Beacon House
Beaven Kelly Home
Berkeley Retirement Home (The)
Berkshire Place
Bertram House of Swampscott
Bethany Community Services
Bethany Health Care Center
Binnall House
Briarwood Continuing Care Retirement
Community
Brookhaven at Lexington
Brooksby Village
Bruyere Gardens
Cambridge Homes (The)
Campion Health Care Center, Inc.
Carleton-Willard Village
Carleton-Willard Village at Home
Center Communities of Brookline
Chelmsford Housing Elder Partnership
Chelsea Jewish Nursing Home
Cohen Florence Levine Estates
Coleman House
Community Family
Covenant Health Systems
D'Youville Adult Day Health Center
D'Youville Senior Care
Dana Home of Lexington
Davenport Memorial Home
Deaconess Abundant Life Communities
Doolittle Home
Douglas House Apartments
Edelweiss Village
Edgewood Retirement Community, Inc.
Elizabeth Seton Residence
Emanuel Village
Emmanuel House Residence
Fairhaven Healthcare Center*
Fall River Jewish Home Inc.
Fitch Home, Inc.
Florence & Chafetz Home for Specialized Care
Fox Hill Village
Fuller Village
Geriatric Authority of Holyoke
German Centre for Extended Care
German Home (The)
Glenmeadow
Goddard House in Brookline
Goddard House in Jamaica Plain
Goddard House (Worcester)
Golda Meir House
Guardian Hospice of MA
Hale House & Barnard Services
Hamilton Wade House Apartments
Hannah B. Griffith Shaw Home for the Aged
Hebrew Rehabilitation Center
Hebrew SeniorLife
Hellenic Nursing & Rehabilitation Center
Heritage at Framingham
Holy Trinity E. Orthodox Nursing & Rehabilitation
Homestead Hall
Horn Home for Aged
Hospice of the Good Shepherd
Jack Satter House
Jeanne Jugan Residence
Jewish Community Housing for the Elderly
John Bertram House
Julian J. Leavitt Family Jewish Nursing Home
Kimball Farms
King James Court
Lasell Village
Lathrop Home
Lathrop Retirement Communities, Inc.
Leland Home
Leonard Florence Center for Living*
Linden Ponds
Loomis Communities
Loomis House
Loomis Village

Provider Members

* Denotes new member since October 2009

Lynn Home for Elderly Persons / Shore View House
Marillac Residence Inc.
Maristhill Nursing & Rehabilitation Center
Mary Ann Morse Nursing & Rehab Center
Mason Place
Mason Wright Retirement Community
Masonic Health System of Massachusetts
Merrimack River Valley House
Merrivista
MI Adult Day Health Center
MI Health/Care Services
MI Nursing Restorative Center
MI Residential I, II, III
Mission Towers
Mont Marie Health Care Center, Inc.
Mount Pleasant Home
Neville Center at Fresh Pond for Nursing & Rehab
Nevins Adult Day Health Center
Nevins Nursing & Rehabilitation Center
New Bedford Jewish Convalescent Home
New England Homes for the Deaf
NewBridge on the Charles*
Newbury Commons
Newbury Court
Nichols Village
North Hill
Notre Dame du Lac
Notre Dame Long Term Care Center
Old Colony Hospice
Orchard Cove
Our Island Home
Penacook Place
Peter Sanborn Place & Sanborn Home Care
Phoenix
Pine Crest
Pond Home
Providence Place, Inc.
Reeds Landing
Regis College
Residences at Snow Place
Rivercrest Long Term Care Facility

Rockridge Retirement Community
Rogerson Communities
Rogerson Communities Adult Day
Rogerson House
Roslindale House
Ruth's House Assisted Living
Saint Luke's Home
Saint Mary Health Care
Sancta Maria Nursing Facility
Scandinavian Living Center
Seabury Heights
Seashore Point
Senior Place Adult Day Health*
Shapiro-Rudolph Adult Day Center
Sherrill House
Simon C. Fireman Community
Somerville Home for the Aged
Sophia Snow Place
South Boston Elderly Apartments
Springhouse
St. Camillus Health Center
St. Joseph Manor Health Care, Inc.
St. Julie Billiard Residential Care Center
St. Patrick's Manor
Stearns (The)
Stevens-Bennett Home
Summit Elder Care – Charlton
Summit Elder Care – Leominster
Summit Elder Care – Worcester
Summit ElderCare
Symphony Plaza East
Symphony Plaza West
Thompson House
Tidd Home
Turtle Creek
Ulin / Leventhal / Genesis
Unquity House
Visiting Nurse Assisted Living
William B. Rice Eventide Home
Winchester Mount Vernon House
Winter Valley Residences
Woodbridge Assisted Living, Inc.

2010 Business Affiliates

* Denotes new member since October 2009

Friends

Boston Textile Co., Inc.	Levi + Wong Design Associates	Protector Group Insurance Agency
Dellbrook Construction*	McGladrey, Inc.	RDK Engineers
Delphi Construction*	MFA – Moody, Famigletti &	Roush & Associates, Inc.
Enduracare Therapy Management*	Andronico*	Therapy Resources Management
Evercare	New England Health &	Ziegler Capital Markets
Landmark Health Solutions	Maintenance Corp.	
LarsonAllen LLP	PointRight, Inc.	

Associates

1st Professional Group*	First Quality Products*	North Shore Pharmacy
Accelerated Care Plus*	GDA Assisted Living Consultants, LLC	Painters Pride, Inc.
AMENTA/EMMA Architects P.C.*	Geriatric Medical & Surgical Supply	Partners Pharmacy
American DG Energy Baker Newman Noyes*	H.T. Berry	Peoplefirst Rehabilitation
Ball Consulting Group	Habilitation Assistance Corporation	PharMerica
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CaregiverHomes, Inc	Hurlco, LLC	RehabCare*
CBIZ Tofias & Mayer Hoffman McCann PC	IRN – The Recycling Network	Russell Phillips & Associates
Chia- Ming Sze Architect, Inc.	Jewish Family & Children's Service*	Sallop Insurance
Claffin Contract Furnishings	JSA Inc.	Select Medical Rehabilitation Services
Clinical Reimbursement Associates	KDSA Consulting, LLC	Select Rehabilitation, Inc*
Coler & Colantonio, Inc.*	Kirkland Albrecht & Fredrickson, LLC	Senior Housing/Health Care Consultant
Continuing Care Management*	Krokidas & Bluestein	SigmaCare*
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Currier Associates	Lifeline Ambulance Service	Stackpole & Associates, Inc
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DiMella Shaffer*	Medline Industries	Trident Project Advantage Group*
Donoghue, Barrett & Singal	Milestones Unlimited, P.C.	Tsomides Associates Architects Planners/TAAP
Easter Seals Massachusetts	Milliken and Company*	UHF of New England
EcoClean Systems/Sunshine Services	MobilexUSA	Unidine Corporation
EGA, PC	Morrison Senior Dining	Washington Trust Company*
Enos Home Oxygen & Medical Supply*	MyWay Village	Willis of Massachusetts*
Feeley & Driscoll P.C.	Nixon Peabody LLP	
First Cardinal Corporation		

2010 Sponsors

Educational Program Sponsors

North Hill
Herbert J. Sims
Ziegler Capital Markets

Annual Conference Sponsors

Speaker and Material Sponsors

Keynote	LarsonAllen LLP
Lunch	Ziegler Capital Markets
Registration folders	Sallop Insurance
Tote bags	Omnicare of Massachusetts
Breakfast	C.E. Floyd
Session Content CD	Masonic Health System of Massachusetts
Lanyards	Enduracare
Educational Sponsor	Evercare
Network Break	Therapy Resources Management

Gold Sponsors

Carleton-Willard Village
Hebrew SeniorLife
Levi + Wong Design Associates
North Hill

Silver Sponsors

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Covenant Health Systems
GDA Assisted Living Consultants, LLC
Landmark Health Solutions
Masspro
Notre Dame Health System
Roush & Associates



Annual Meeting Sponsors

Gold Sponsors

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Carleton-Willard Village
Chelsea Jewish Foundation
Covenant Health Systems
Deaconess Abundant Life Communities
Hebrew SeniorLife
LarsonAllen LLP
Masonic Health System of Massachusetts
McGladrey
North Hill
Omnicare of Massachusetts
Peter Sanborn Place
Rogerson Communities
Roush & Associates
Sherrill House
Ziegler Capital Markets

Silver Sponsors

1st Professional
Boston Textiles
Briarwood CCRC
Brookhaven at Lexington
Coler & Colantonio, Inc.
D'Youville Senior Care
Evercare
Fox Hill Village
Geriatric Medical
Hellenic Nursing & Rehabilitation Center
Heritage Healthcare
HJSims
KDSA
Kirkland Albrecht & Fredrickson, LLC
Krokidas & Bluestein LLP
Landmark Health Solutions
Levi + Wong
Masspro
Medline
New England Homes for the Deaf
Notre Dame Healthcare Inc.
PharMerica
Protector Group Insurance
Therapy Resources Management, LLC
Willis of Massachusetts

Thank You to our Other Contributors

Thanks to the hosts and sponsors of MassAging's 2010 Network Breakfasts

January 29

Host: Nevins Nursing & Rehabilitation Center,
Methuen

Sponsor: Heritage Healthcare Services

April 9

Host: NewBridge on the Charles, *Dedham*

Sponsors: Hirsch Roberts Weinstein LLP
Therapy Resources Management

August 12

Host: Holy Trinity Nursing & Rehab Center,
Worcester

Sponsors: Enduracare Therapy Management
Medline Industries

October 22

Host: Providence Place, *Holyoke*

Sponsors: Heritage Healthcare Services
Therapy Resources Management

Meeting and Event Hosts

Bethany Health Care Center

Briarwood CCRC

Brookhaven at Lexington

Bruyere Gardens

Carleton-Willard Village

Community Family

Covenant Health Systems

Fuller Village

Holy Trinity Nursing & Rehab Center

Jack Satter House

Masonic Health System

NewBridge on the Charles

Newbury Court

Nevins Nursing & Rehab Center

North Hill

Peter Sanborn Place

Providence Place

St. Patrick's Manor

Woodbridge Assisted Living, Inc.

Thank you

Additional Services and Assistance

- Ziegler Capital Markets for the coordination and implementation of the Senior Living Symposium
- LarsonAllen for pro bono work on MassAging's SNF benchmarking program and sponsoring the 2011 Leadership Academy





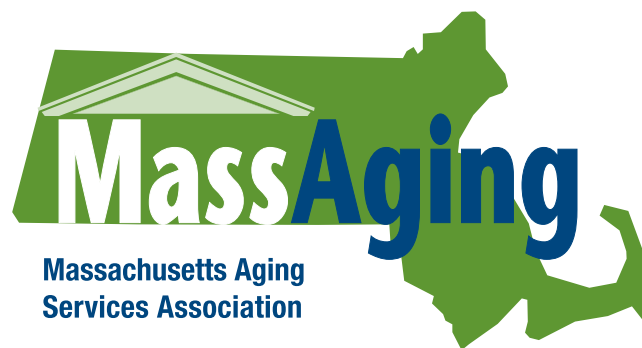
We are proud of our strong affiliation with our national partner organization, the American Association of Homes and Services for the Aging (AAHSA) located in Washington, D.C. AAHSA serves two million people every day through mission-driven, not-for-profit member organizations like MassAging.

As not-for-profit providers, we ensure that all within our communities, regardless of economic standing, have access to aging services.

We are part of, and contribute to, the communities in which we serve.

Our margins or profits are directed to enhance client services.

Our goal is to be the employers of choice.



Not-for-Profit Providers. Caring is our bottom line.

Massachusetts Aging Services Association

617-244-2999

www.MassAging.org