



2016 ANNUAL REPORT

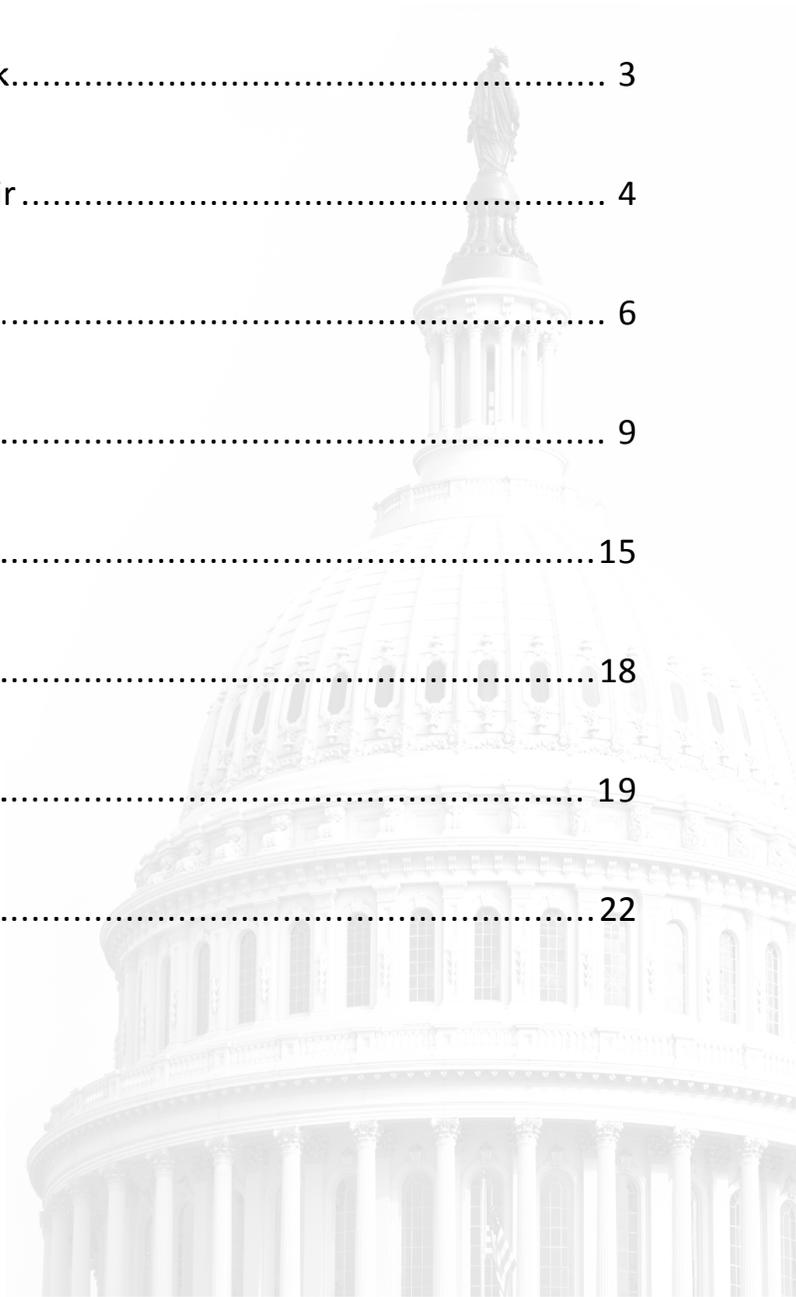
AGING WITH DIGNITY:
ADVANCING PERSON-CENTERED CARE MODELS



ANNUAL REPORT 2016

TABLE OF CONTENTS

The SCAN Foundation’s Strategic Framework.....	3
Message from the President and Board Chair.....	4
Advancing Person-Centered Care Models.....	6
Grants List for Thematic Goal 1.....	9
Grants List for Thematic Goal 2.....	15
Grants List for Thematic Goal 3.....	18
Financial Statements.....	19
Board of Directors and Staff.....	22



OUR VISION: A society where older adults can access health and supportive services of their choosing to meet their needs.

OUR MISSION: To advance a coordinated and easily navigated system of high-quality services for older adults that preserve dignity and independence.

OUR THEMATIC GOALS:

Medicare-Medicaid Integration: Integrate care and financing for vulnerable, low-income older adults.

Person-Centered Care: Support models of care that value dignity, choice, and independence by putting individuals and their families at the center of the decision-making process.

Long-Term Care Financing: Provide working families with tools to help pay for their future care needs.



MESSAGE FROM THE BOARD CHAIR AND PRESIDENT

This 2016 Annual Report celebrates The SCAN Foundation's eighth year of work to advance aging with dignity and independence. It also marks the halfway point in our current strategic framework—a natural time for recognition and reflection.

The health care landscape has evolved significantly in the past eight years and will continue to face enormous pressures. The Foundation's core concerns, older adults with chronic illness and functional needs, have been at the center of much of this discussion. How do we spread more person-centered models of care that better link medical and community-based services? How do we drive the health care system and those who pay for it to take into account and place value on the outcomes that matter to people and their families? How do we break down longstanding historical policy barriers and create a new set of policy solutions that reflect the needs of individuals and families today, as well as tomorrow? We are proud of our efforts this year to create greater visibility and engagement for these fundamental questions as we push toward our vision where all older Californians, and all older Americans, can access health and supportive services of their choosing to meet their needs.

We are grateful and honored to have worked with outstanding organizations and partners during the last eight years. In this annual report (pages 6-8), we have chosen to highlight a range of efforts to ultimately scale person-centered care models. Yet outstanding work continues in all our goals.

Below are additional areas of how our expert grantees are putting the Foundation's dollars to work:

- Continuous rapid-cycle polling and quality improvement efforts to foster integrated care for people with both Medicare and Medicaid in California and nationally.
- Helping vanguard community-based organizations reimagine their services as product lines and in turn, develop contracts with the health care sector to make these products part of regular health care.
- Championing innovative policy options to implementing person-centered care for high-need, older adults who only have access to Medicare (and not Medicaid).
- Creating more rational and tailored quality measurement to focus on what older adults with complex care needs actually want from care providers, finding the balance between technical quality of care and self-defined quality of life to really get at value.
- Developing a viable set of long-term care financing reforms and products that are politically realistic, economically sustainable, and within reach of most working adults.
- Increasing public awareness of aging and long-term care issues.

MESSAGE (CONTINUED)

Here in California, we continued to encourage policymakers and elected officials to develop a more comprehensive and organized approach to identify the needs of vulnerable older Californians and reorganize the many siloed aging services programs to meet these needs more responsively. At the federal level, we challenged the incoming Administration and Congress to champion policy ideas and actions toward aging and health care, so that older Americans can get the right care at the right time for the right cost. We listed five action items to lead the way on making America great for older citizens.

1. Name and give authority to a national leader who will build solutions for older Americans across all domestic policy areas.
2. Protect older Americans and their families from financial bankruptcy when long-term care needs strike.
3. Modernize Medicare to pay for team-based, organized care to get more value for older Americans with complex care needs.
4. Accelerate federal and state efforts to integrate Medicare and Medicaid.
5. Build new ways to measure health care quality based on what older Americans want.

We enter the second half of our strategic framework invigorated, challenged, and more focused than ever, ready to serve as innovators, collaborators, and funders of impactful ideas. Reaching our goals means that all older Californians will have access to improved and more coordinated care, quality measures focused on both life and health outcomes will be available to support better decision-making, and working adults will have innovative new tools to help them prepare and pay for their future needs. We look forward to this exciting work and welcome you to be a part of it.

Sincerely,



Jennie Chin Hansen, RN, MS, FAAN
Board Chair, 2017



Bruce A. Chernof, MD
President & CEO



ADVANCING PERSON-CENTERED CARE MODELS

In 2016, The SCAN Foundation celebrated its eighth year of working to improve the lives of older adults and their families. Through the steadfast efforts of our grantees, we made significant progress toward our overall strategic vision. One area with particular success was the Person-Centered Care Initiative, our second thematic goal. This body of work is focused on advancing services and supports based on the needs and preferences of the person, and placing quality of life on a level playing field with quality of care. It puts older adults who have Medicare at the center of the decision-making process.

Building on the work of the American Geriatrics Society and the University of Southern California to develop the [definition](#) of person-centered care, we expanded our person-centered care portfolio by creating a suite of [business case materials](#), including a Return on Investment (ROI) Calculator, and presenting this powerful work at Spotlight Health as part of the Aspen Ideas Festival. We also [partnered](#) with four other foundations – The Commonwealth Fund, The John A. Hartford Foundation, Peterson Center on Healthcare, and the Robert Wood Johnson Foundation – to improve the health outcomes and daily lives of Americans with complex care needs by accelerating health care transformation.

KEY CHARACTERISTICS



Care supported by One Team with the **PERSON AT THE CENTER**



Personalized, goal-oriented care plan based on a person's values and preferences, and regular review of goals



A primary contact on the health care team responsible for coordination and communication



Care coordination among all health care and supportive services with continual information sharing



Education and training on person-centered care for providers and other individuals involved in care



Ongoing feedback to assess outcomes and well-being for continuous quality improvement

BUSINESS CASE FOR PERSON-CENTERED CARE

Health system leaders must have tools to determine a person-centered care model's applicability and sustainability within their organization. The Foundation's business case [brief](#) outlines how person-centered care can result in fewer hospitalizations and emergency room visits and improve overall quality of life. Our [ROI Calculator](#) is designed to help health care organizations construct a comprehensive, individualized financial analysis (watch the [tutorial](#)). This companion video (right) describes the basics of Person-Centered Care and the need for a business case.



Play Video

SPOTLIGHT HEALTH

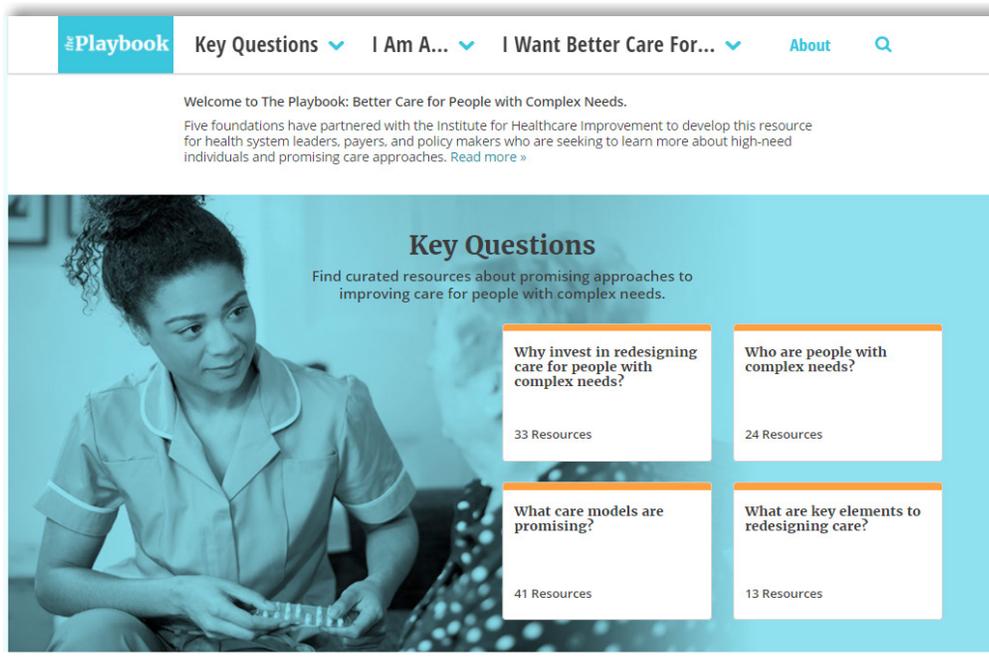
Coined “the cutting edge of health and medicine,” the pre-conference to Aspen Ideas Festival features panels, exhibits, and networking opportunities to foster learning and solutions for some of the most pressing health care challenges. Health system leaders and media descend on Aspen every June to engage in panel discussions.

The Foundation raised the visibility of person-centered care as both a philosophy and a model to operationalize and, in turn, connected with thought leaders capable of effecting health systems delivery change. Approximately 1,000 experts were exposed to our initiative through multiple activities: a panel titled “[Getting Person-Centered to Get Results](#)” featuring Drs. Chernof and Mark McClellan and moderated by New York Times correspondent Margot Sanger-Katz; an exhibit that encouraged people to think about what person-centered care means for themselves and their families; and attending our invitation-only dinner moderated by The Atlantic and titled “Personalized Care in an Aging Society.”



THE PLAYBOOK

The Five Foundations Collaborative aims to help health care organizations participating in value-based payment models adopt evidence-based interventions improve outcomes and lower overall costs of care. They partnered with the Institute for Healthcare Improvement to create a dynamic, curated website – [The Playbook: Better Care for People with Complex Needs](#) – that highlights the challenges facing adults with complex health and social needs and provides direction on how to meet those needs through a variety of resources that detail care models, policies, and more. Click below to watch a video about the Playbook.



Play Video

GRANTS LIST: THEMATIC GOAL 1

Improving the Health of Older Adults using Integrated Networks for Medical Care and Social Services

AMERICAN SOCIETY ON AGING

\$360,256

36 months

This project is part of a multi-funder, multi-grantee effort that established the Aging and Disability Business Institute. In connection with the institute, ASA provides training and technical assistance to community-based organizations to build business skills for developing new payer relationships with the health care sector.

Care Coordinator Training

CALIFORNIA STATE UNIVERSITY SAN MARCOS FOUNDATION

\$150,000

15 months

This project, co-funded with the California Health Care Foundation, developed and implemented a web-based and in-person training curricula for care coordinators working with complex populations across health plans and delivery systems.

Project Coordination of CCI Polling and Evaluation

PUBLIC CONSULTING GROUP

\$148,501

12 months

This project provided coordination between the Department of Health Care Services, the University of California, and Field Research Corporation for the evaluation of California's dual eligible pilot program.

GRANTS LIST: THEMATIC GOAL 1

2016 LTSS Summit

GOVERNMENT ACTION COMMUNICATION INSTITUTE (GACI)

\$74,974

10 months

This project provided logistic and vendor support for the California Summit on Long-Term Services and Supports held in Sacramento on September 13, 2016.

Implementing New Systems of Integration for Dually Eligible Enrollees (INSIDE) Phase III

CENTER FOR HEALTH CARE STRATEGIES

\$74,665

12 months

Co-funded with The Commonwealth Fund, the Center for Health Care Strategies provided national technical assistance to nine states that are implementing integrated dual eligible pilot programs.

Laying the Groundwork for Measures that Matter for Adults with Complex Needs

NATIONAL QUALITY FORUM

\$60,000

4 months

This project produced a series of case studies identifying how communities collect, analyze, and combine health system and social services system data to support one of the Essential Attributes of a high-quality system of care for adults with complex care needs.

GRANTS LIST: THEMATIC GOAL 1

Community of Constituents Initiative

ALAMEDA COUNTY MEALS ON WHEELS (Alameda County)
\$44,200

ALZHEIMERS ORANGE COUNTY (Orange County)
\$45,000

AREA 4 AGENCY ON AGING (Placer County)
\$10,000

CAMARILLO HEALTH CARE DISTRICT (Ventura County)
\$10,000

CASTLE KEEP (Fresno, Kings, Madera, Tulare counties)
\$10,000

COMMUNITY ACCESS CENTER (Riverside and San Bernardino counties)
\$35,000

DEPARTMENT OF AGING AND ADULT SERVICES (San Francisco County)
\$10,000

DISABILITY ACTION CENTER (Butte, Colusa, Glenn, Modoc, Plumas, Shasta, Sierra, Siskiyou, Tehama, Trinity counties)
\$25,240

DISABILITY SERVICES AND LEGAL CENTER (Lake and Mendocino counties)
\$10,000

FREED CENTER FOR INDEPENDENT LIVING (Nevada, Sutter, Sierra, Yuba counties)
\$45,000

HEALTHY AGING ASSOCIATION (Stanislaus County)
\$45,000

INDEPENDENT LIVING CENTER OF KERN COUNTY (Kern County)
\$10,000

GRANTS LIST: THEMATIC GOAL 1

INDEPENDENT LIVING RESOURCE CENTER, INC (Ventura, Santa Barbara, San Luis Obispo counties)
\$10,000

ON LOK, INC. (San Francisco, Alameda, Santa Clara, San Mateo, Contra Costa, Marin, Napa, Solano, Sonoma counties)
\$10,000

REHABILITATION SERVICES OF NORTHERN CALIFORNIA (Contra Costa County)
\$45,000

RIVERSIDE COUNTY OFFICE ON AGING (Riverside and San Bernardino counties)
\$10,000

SAN DIEGO COUNTY, HEALTH AND HUMAN SERVICES AGENCY, AGING & INDEPENDENCE SERVICES (San Diego and Imperial counties)
\$35,000

SAN MATEO COUNTY AGING AND ADULT SERVICES (San Mateo County)
\$10,000

SENIORS COUNCIL OF SANTA CRUZ & SAN BENITO COUNTIES (Santa Cruz, San Benito, Monterey counties)
\$45,000

SILICON VALLEY COUNCIL OF NONPROFITS (Santa Clara County)
\$45,000

LOS ANGELES AGING ADVOCACY COALITION - ST. BARNABAS SENIOR CENTER (Los Angeles County)
\$45,000

YOLO HEALTHY AGING ALLIANCE (Yolo County)
\$45,000

12 months

The Community of Constituents Initiative is a statewide movement made up of the Sacramento-based California Collaborative on Long-Term Services and Supports and 21 Regional Coalitions. With over 700 member organizations and 850 affiliated members, the Initiative worked to transform the system of care so that all Californians can age with dignity, choice, and independence.

GRANTS LIST: THEMATIC GOAL 1

Administration for Community Living Network Development

TIMOTHY MCNEILL

\$35,000

9 months

In partnership with The John A. Hartford Foundation and the Administration for Community Living, who supported the second cohort of a national Learning Collaborative of 11 community-based organization networks, this project provided specific technical assistance to the four West Coast CBO networks. The goal for these long-term care service networks is to gain the necessary acumen that enables them to enter into contracts with the health care sector.

DHCS Academy 2016

CALIFORNIA DEPARTMENT OF HEALTH CARE SERVICES

\$30,000

18 months

This project, co-funded by the California Health Care Foundation and the Blue Shield of California Foundation, provided training to leaders and managers of the California Department of Health Care Services on topics such as policy improvement opportunities, value-based payment, and integration of Medicare and Medicaid.

Convergent Horizons

UNIVERSAL ASSESSMENT FACILITATION

\$27,205

12 months

This project provided facilitation support to state departments and stakeholders responsible for developing and piloting a universal assessment tool for CCI participants' need for long-term services and supports.

GRANTS LIST: THEMATIC GOAL 1

CCI Health Plan Learning Collaborative

CALIFORNIA ASSOCIATION OF HEALTH PLANS

\$21,000

15 months

This project provided support for the Coordinated Care Initiative (CCI) Learning Collaborative, which is represented by the 11 health plans participating in CCI.

Linkage Lab 2: Case Studies

J. SOLOMON CONSULTING LLC

\$6,600

COLLABORATIVE CONSULTING, INC.

\$11,000

4 months

This project supported the development of six case studies, one for each of the organizations who participated in the Linkage Lab Academy second cohort. Additionally, briefs from the first cohort's contractual relationships will be developed.

Benefits of Care Coordination Fact Sheet

ST. BARNABAS SENIOR CENTER OF LOS ANGELES

\$2,500

1.5 months

This project produced a two-page flyer to elevate the benefits of care coordination in Cal MediConnect. The flyer was distributed in Los Angeles County through Meals on Wheels in six languages (English, Chinese, Spanish, Armenian, Korean, and Russian).

Spreading Person-Centered Care for Medically Complex Older Adults

PACIFIC BUSINESS GROUP ON HEALTH

\$737,552

24 months

This project supported 21 West Coast health care organizations to implement the Intensive Outpatient Care Program (IOCP), a person-centered care model.

Person-Centered Care Pilot Initiative

HOSPITAL ASSOCIATION OF SOUTHERN CALIFORNIA

\$549,182

36 months

This project supported four hospital systems in California to implement a sustainable person-centered care model for older adults with complex care needs.

Aging and Long-Term Care Coverage for Hispanic Community

UNIVISION NETWORK

\$250,938

12 months

This project produced original editorial content on aging with dignity for Spanish-speaking audiences, through online and broadcast television mediums.

2016 Spotlight Health

ATLANTIC MEDIA COMPANY

\$250,000

8 months

This project highlighted the Foundation's work on person-centered care at the 2016 Spotlight Health event held as a pre-conference to the Aspen Ideas Festival.

GRANTS LIST: THEMATIC GOAL 2

Aging and Long-Term Care Coverage for Next Avenue Readership

TWIN CITIES PUBLIC TELEVISION

\$199,290

12 months

This project produced original news coverage on person-centered care, long-term care and the 2016 presidential election campaign for its online platform.

Improving Coordination of Care for Medicare Beneficiaries

BIPARTISAN POLICY CENTER INC.

\$75,000

12 months

This project, co-funded by The Commonwealth Fund, analyzed barriers to better coordination of care for high-need, high-cost Medicare beneficiaries. The final report recommended seven changes the Centers for Medicare & Medicaid Services could implement to improve care delivery and individuals' outcomes.

The Playbook: Better Care for People with Complex Needs

INSTITUTE FOR HEALTHCARE IMPROVEMENT

\$75,000

17 months

This project, co-funded by the Commonwealth Fund, The John A. Hartford Foundation, Peterson Center on Healthcare, and Robert Wood Johnson Foundation, developed The Playbook: Better Care for People with Complex Needs. The Playbook is a curated set of resources that explore how to provide and sustain care for a complex population.

GRANTS LIST: THEMATIC GOAL 2

Long-Term Services and Supports Systems Change Award

ELLEN O'BRIEN, INDEPENDENT CONSULTANT

\$39,200

12 months

This project analyzed the results of the third Long-Term Services and Supports State Scorecard to determine which states made the most progress in each measurement domain.

Business Case for Person-Centered Care: Dissemination

VICTOR TABBUSH CONSULTING

\$20,125

15 months

This project supported the dissemination of the business case and Return on Investment Calculator to the health care sector as well as provided assistance in using the Calculator to assess the financial sustainability of person-centered models of care.

Instructions for Return on Investment Tool

MARQUANT ANALYTICS, LLC

\$17,985

2 months

This project developed the technical programming for the Foundation's Return on Investment Calculator.

GRANTS LIST: THEMATIC GOAL 3

2017-18 Long-Term Care Public Opinion Research and Dissemination

ASSOCIATED PRESS/NATIONAL OPINION RESEARCH CENTER

\$586,850

24 months

This project extended national research, as well as product creation and dissemination, on the public's understanding, perceptions, and experiences with long-term care.

Bipartisan Strategies for Sustainable Long-Term Care Financing

BIPARTISAN POLICY CENTER

\$550,000

12 months

This project produced a set of final recommendations to address the challenges working families face in financing needed long-term services and supports for the future.

Long-Term Care Financing Communications and Dissemination Support

ANNE TURLINSON INNOVATIONS LLC

\$145,000

8 months

This project provided technical assistance to the Bipartisan Policy Center for long-term care financing recommendations.

Long-Term Services and Supports Session at the National Health Policy Conference

ACADEMY HEALTH

\$3,000

2 months

This project disseminated policy options modeled by the Urban Institute for Long-Term Care Financing at AcademyHealth's National Health Policy Conference.

STATEMENTS OF FINANCIAL POSITION

As of December 31	2016	2015
Assets		
CURRENT ASSETS:		
Cash and cash equivalents	3,519,183	2,564,851
Investments	199,268,545	196,021,263
Interest and dividends receivables	288,431	279,096
Prepaid expenses and other current assets	34,080	6,591
Total current assets	203,110,239	198,871,801
PROPERTY AND EQUIPMENT, NET	138,783	146,053
INVESTMENTS	747,344	622,133
MISSION-IMPACT INVESTMENTS	999,998	0
DEPOSITS AND OTHER ASSETS	18,072	18,072
Total Assets	205,014,436	199,658,059
Liabilities and Net Assets		
CURRENT LIABILITIES:		
Accounts payable and accrued expenses	68,491	190,599
Accrued payroll and related benefits	746,622	716,601
Grants payable	3,564,900	3,173,203
Due to parent and affiliates	0	83,350
Total current liabilities	4,380,013	4,163,753
DEFERRED COMPENSATION	747,344	622,133
DEFERRED RENT	252,254	212,897
GRANTS PAYABLE	1,078,547	1,832,167
Total liabilities	6,458,158	6,830,950
NET ASSETS	198,556,278	192,827,109
Total Liabilities and Net Assets	205,014,436	199,658,059

STATEMENTS OF ACTIVITIES AND CHANGES IN NET ASSETS

For the years ended December 31	2016	2015
NET REVENUES – Investment income	9,023,436	16,891,517
OPERATING EXPENSES:		
Grants donation expense	3,985,256	5,911,750
Program expense	4,572,675	5,669,992
General and administrative expense	1,369,646	1,327,995
Depreciation and amortization	15,472	60,412
Total Operating Expenses	9,943,049	12,970,149
CHANGE IN NET ASSETS FROM OPERATIONS	(919,613)	3,921,368
CHANGE IN UNREALIZED GAIN (LOSS) ON INVESTMENTS – NET	6,648,782	(18,761,936)
INCREASE (DECREASE) IN NET ASSETS	5,729,169	(14,840,568)
NET ASSETS – Beginning of year	192,827,109	207,667,677
Net Assets - End of Year	198,556,278	192,827,109

STATEMENTS OF CASH FLOW

For the years ended December 31	2016	2015
CASH FLOWS FROM OPERATING ACTIVITIES:		
Change in net assets	5,729,169	(14,840,568)
Adjustments to reconcile change in net assets to net cash used in operating activities:		
Depreciation and amortization	15,472	60,412
Net realized and unrealized (gain) loss on investments	(12,698,651)	4,949,749
Changes in operating assets and liabilities:		
Interest and dividend receivables	(9,335)	(80,291)
Prepaid expenses and other current assets	(27,489)	5
Deposits and other assets	-	-
Accounts payable and accrued expenses	(122,108)	40,182
Accrued payroll and related benefits	30,021	119,799
Grants payable	(361,923)	1,981,125
Deferred compensation	125,211	80,745
Due to parent and affiliates	(83,350)	74,498
Deferred rent	39,357	212,897
Net cash used in operating activities	(7,363,626)	(7,401,447)
CASH FLOWS FROM INVESTING ACTIVITIES:		
Payments for property and equipment	(8,202)	(141,629)
Purchase of short-term investments	(37,087,923)	(99,155,488)
Sales, maturities, and redemptions of short-term investments	46,539,292	106,787,151
Funding of mission-impact investments	(999,998)	0
Purchase of long-term investments	(125,211)	(80,745)
Net cash provided by investing activities	8,317,958	7,409,289
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	954,332	7,842
CASH AND CASH EQUIVALENTS – beginning of year	2,564,851	2,557,009
Cash and Cash Equivalents - End of Year	3,519,183	2,564,851

2016 BOARD OF DIRECTORS

Colleen Cain, Chair

Melanie Bella, MBA

Bruce A. Chernof, MD, FACP

Jennie Chin Hansen, RN, MS, FAAN

Ivelisse R. Estrada

Tom Higgins

Michael L. Noël, MBA

Carol Raphael, MPA

Patrick Seaver

Ryan M. Trimble, DDS, MBA

Chris P. Wing, MBA

EXECUTIVE STAFF



Bruce A. Chernof,
MD, FACP
President &
Chief Executive Officer



René Seidel,
Dipl. Soz. Paed. (FH)
Vice President,
Programs and Operations



Gretchen E. Alkema,
PhD, LCSW
Vice President,
Policy and Communications

PROGRAM AND ADMINISTRATIVE STAFF

PROGRAM STAFF



Megan Burke, MSW
Policy Analyst



Megan Juring
Program Officer



Mari Nicholson, MHS
Director of Communications



Kali Peterson, MS, MPA
Program Officer



Karen Scheboth, MS
Director of Grants



Sarah S. Steenhausen, MS
Senior Policy Advisor



Eric Thai, CPA, MBA
Director of Finance



Erin Westphal, MS
Program Officer

ADMINISTRATIVE STAFF



Gina Alferez
Executive Assistant



Susan Doles
Program Associate



The SCAN Foundation

3800 Kilroy Airport Way, Suite 400

Long Beach, CA 90806

Phone: 888.569.7226

E-mail: info@TheSCANFoundation.org

 Like us on Facebook

 Follow us on Twitter

2016

ANNUAL REPORT

