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Vision
A society where older adults can access health and supportive services of their choosing to meet their needs

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

Our Goals

Transform care and delivery.
Establish person-centered, integrated models as the gold standard of care that all older adults come to expect and receive—regardless of whether they have Medicare only, or are dually eligible for Medicare and Medicaid.

Build resilience and capacity.
Inspire and enable entrepreneurs and innovators to design with older adults—not just for them—and create new offerings that embrace the beauty of life as we age.

Drive responsive financing policies.
Support and encourage responsive federal and state financing policies to create meaningful care choices for older adults of today and tomorrow.
Message from our Board Chair & President & CEO

Welcome to The SCAN Foundation’s 2019 Annual Report—our yearly review of funded work to ensure that all older persons, especially those in California, have the opportunity to age with dignity, choice, and independence in the place they call home.

Addressing challenges, recognizing strengths, and assuring authentic respect and engagement are crucial for effecting positive change. Indeed, we know our vision for older adults and families is strongest when everyone is included: when all members of society across race/ethnicities, cultures, and geographies recognize the aging they see in their own lives, share individual preferences for aging, and influence our Foundation’s vision for aging well. The coronavirus pandemic along with the highlighting of racial inequities this spring have reminded us, too, that true community is critical. We are all interdependent, and it is through health care and government working with informed and involved communities that we will get through challenging times, and apply new lessons learned for a more dignified and respectful future.

In this year’s report, we celebrate the power of communications to make a significant difference in the journey of impacting change. We focused on changing the narrative on aging by normalizing rather than stigmatizing it. We created space to hear about people’s everyday experiences and needs. We highlighted person-first storytelling through web platforms, various media strategies, and digital content.

Finally, our deliberate use of communications as a critical tool to drive successful uptake and action sought to drive positive change that ultimately transforms care for older adults and families. We welcome you to our work!

Sincerely,

Jennie Chin Hansen, RN, MS, FAAN
Board Chair, 2019

Bruce Chernof, MD
President & CEO
Maximizing Communications to Reach Strategic Audiences
Elevating the Voices of Californians

In 2019, we led communications to ensure that momentum for the Master Plan for Aging was rooted in the experiences, needs, and preferences of older adults. Working with Greater Good Studio (GGS) and building on last year’s successful We Stand With Seniors platform, efforts included workshops and other events, polling, and recommendations.

EVENTS

20+ “DAY-IN-THE-LIFE” SESSIONS WITH OLDER ADULTS.

300+ PROVIDED INPUT.

“The housing crisis is so bad. I’ve put in maybe 40–45 applications. ... The shortest waiting list is two years.”

Jerome McIntosh
Alameda County

POLCYMAMKERS, MEDIA & STAKEHOLDERS ATTENDED A FILM SCREENING & AGING POLICY DISCUSSION.

600,000+ IMPRESSIONS

RECOMMENDATIONS

RESEARCH SHOWED THAT 3 AREAS AFFECT OLDER ADULTS’ ABILITY TO THRIVE. A REPORT SYNTHESIZED THIS INFORMATION FOR CALIFORNIA’S MASTER PLAN DEVELOPMENT.

Physical Environment
Supportive Services
Social & Emotional Well-Being

A MAJORITY OF CALIFORNIANS OF ALL AGES & BACKGROUNDS SUPPORT THE MASTER PLAN FOR AGING.

7 of 10 SAY CALIFORNIA SHOULD INVEST IN IMPLEMENTATION OF THE MASTER PLAN.
Supporting California’s Master Plan for Aging

We joined with philanthropic partners to support California’s development of a Master Plan for Aging. This partnership established a joint fund to assist the state with research, policy development, stakeholder outreach, and strategic communications. With this support, the state launched its comprehensive engagement efforts to inform the Master Plan, which will serve as a blueprint for all Californians to age with dignity and independence.

**PARTNERS**

**Added in 2020**
- Irvine Health Foundation
- MAY & STANLEY SMITH CHARITABLE TRUST
- THE ROSALINDE AND ARTHUR GILBERT FOUNDATION

**HOW THE FUND IS BEING USED**

- 2019 FUNDS RAISED $640,000
- FUNDS COMMITTED $560,198

- Policy Development
- Research and Data Analytics
- Strategic Communications
- Stakeholder Engagement

**NEXT STEPS**

The state is poised to release the Master Plan in late 2020.
Changing the Narrative on Aging at the 131st Rose Parade

Older adults seeking to age well in the place they call home often rely on family caregivers from all ages. We recognized them at the 2020 Tournament of Roses® through our float, Hopes Heroes: Honoring Caregivers of All Generations. We created an imaginative take on “my home is my castle” and included riders representing caregivers of all generations. We amplified caregiving stories and what Americans want for their own aging.

FAMILY CAREGIVERS COME IN ALL AGES, AND SO DO ROSE PARADE-GOERS!

THE SILENT GENERATION
GEN Z
BABY BOOMERS
MILLENNIALS
GEN X

2,300+
PEOPLE SHARED THEIR GENERATION WITH US!

NEARLY
1800% INCREASE IN WEB TRAFFIC ON PARADE DAY!

MORE THAN
37K VIDEO VIEWS ACROSS OUR WEBSITE AND SOCIAL MEDIA
Enhancing *My Care, My Choice*

The *My Care, My Choice* web platform helps people with Medicare and Medi-Cal better understand the care options in their local area. In 2019, we added more language capabilities and upgraded the site to make it more user friendly. We also worked with a variety of partners to promote the tool across California.

### Version 2.0

- **4 Languages:** English, Spanish, Traditional and Simplified Chinese
- Updated Advisor Tools
- Added videos

### Targeted Engagement

- **Digital ads drove** 73% of site users.
- **124,000 Website Visits**

### Strategic Outreach

- **Direct Reach**
  - 7,000 Individuals
- **Indirect Reach**
  - 7,673,000 Impressions

*Univision Health Fairs*
Redesigning Our Website and Newsletter

In 2019, we fully updated our website and newsletter communication platforms by infusing them with person-first messaging and crafting a new, distinctive brand image. Our efforts aimed to improve the user experience, better explain the impact of our work, and drive audience engagement.

The Buzz

Our weekly newsletter had an open rate of nearly 20 percent, matching the industry standard.

Impact pages received 15% of all web traffic.

Our website restructuring has helped visitors:

- Search less, download tools more, & double time on Publications & Initiatives pages.

The topics that drove nearly 50% of traffic to that area of the site:

- California Policy
- Community Engagement
- Person-Centered Care

Nearly 250 new newsletter subscribers since October launch.

Pages received 15% of all web traffic.
GRANTS LIST:

Thematic Goal 1

*My Care, My Choice – Version 2.0 Updates and Dissemination*

**HARBAGE CONSULTING**
$250,000  
12 months

**MCCABE MESSAGE PARTNERS**
$242,000  
17 months

**UNIVISION NETWORK**
$200,000  
10 months

**PROJECT6 DESIGN, INC.**
$84,890  
24 months

**GRETCHEN ADDI DESIGN**
$66,000  
10 months

**TI HEALTH**
$50,000  
6 months

**INSTITUTE FOR ACCOUNTABLE CARE**
$8,895  
12 months

These projects enhanced and amplified dissemination of the *My Care, My Choice* website—an online decision resource to help Californians with Medicare and Medi-Cal identify health coverage options in their local area.
California 2019 Master Plan for Aging Initiative

Supporting California in Developing a Master Plan for Aging
PASCHAL ROTH PUBLIC AFFAIRS, INC.
$157,500
9 months

THE REGENTS OF THE UNIVERSITY OF CALIFORNIA, SAN FRANCISCO
$109,384
6 months

JENNIFER WONG
$100,000
6 months

STEPHEN SOMERS AND ASSOCIATES, LLC
$60,313
7 months

LEADING RESOURCES, INC.
$39,061
7 months

These projects were funded through the Master Plan for Aging Fund developed by six California foundations (see page 7). Specifically, grantees supported policy development for the Stakeholder Advisory Committee and the subcommittees, data gap analysis with recommendations, a statewide communications plan, and logistical needs for the process.

Human-Centered Design Workshops to Understand the Needs of California Older Adults
GREATER GOOD STUDIO
$299,850
8 months

This project sought to understand the lived experiences and unmet needs of California’s older adults, and translate these learnings into a strategic recommendations report for consideration by the stakeholders developing California’s Master Plan for Aging.
Maintaining Master Plan for Aging Momentum Among Consumers

PERRY COMMUNICATIONS GROUP

$150,000

11 months

This project, co-funded with West Health, amplified the *We Stand With Seniors* campaign during Governor Newsom’s first 100 days in office and communicated about the Master Plan for Aging to policymakers, consumers, and the media.

Master Plan for Aging Forum

KALINA INSTITUTE

$124,955

9 months

This project provided logistic and vendor support for the invite-only 2019 Master Plan for Aging Forum in Sacramento.

California Advocacy Network

California Collaborative for Long-Term Services and Supports

HOMEBRIDGE

$98,395

11 months

Long-Term Services and Supports Workgroup of Kern County

INDEPENDENT LIVING CENTER OF KERN COUNTY

$29,000

Senior Services Coalition of Alameda County

ALAMEDA COUNTY MEALS ON WHEELS

$25,000

Orange County Aging Services Collaborative

ALZHEIMER’S ORANGE COUNTY

$25,000

Community Living Implementation Council: Aging and Disability Resource Connection

FREED/ADRC OF NEVADA COUNTY

$25,000
Los Angeles Aging Advocacy Coalition
ST. BARNABAS SENIOR CENTER OF LOS ANGELES
$22,500

Central Valley Long-Term Services and Supports Coalition
AGEWELL FRESNO
$10,000

Ventura County Hospital to Home Alliance
CAMARILLO HEALTH CARE DISTRICT
$10,000

Contra Costa County Advisory Commission on Aging
CHOICE IN AGING
$10,000

Diversability Advocacy Network
DISABILITY ACTION CENTER
$10,000

San Francisco Long-Term Care Coordinating Council
HOMEBRIDGE
$10,000

San Diego Senior Alliance
ST. PAUL’S SENIOR SERVICES
$10,000

Increasing Access to Community-Based Services Through Collaboration, Education, and Advocacy
YOLO HEALTHLY AGING ALLIANCE
$10,000

Aging Services Collaborative of Santa Clara County
SILICON VALLEY INDEPENDENT LIVING CENTER
$7,500

Aging and Disability Resource Connection Placer County
AREA 4 AGENCY ON AGING
$5,000
Santa Barbara County Adult and Aging Network  
**CENTRAL COAST CENTER FOR INDEPENDENT LIVING**  
$5,000

Inland Empire Long-Term Services and Supports Coalition  
**COMMUNITY ACCESS CENTER**  
$5,000

Senior Coalition of Stanislaus County  
**HEALTHY AGING ASSOCIATION**  
$5,000

Central Coast Long-Term Services and Supports Coalition  
**INDEPENDENT LIVING RESOURCE CENTER, INC.**  
$5,000

New Beginning Coalition  
**SAN MATEO COUNTY AGING AND ADULT SERVICES**  
$5,000

Bay Area Senior Health Policy Coalition  
**ON LOK, INC.**  
$4,966  
9 months

The California Advocacy Network is a statewide movement comprised of the Sacramento-based California Collaborative for Long-Term Services and Supports and Regional Coalitions. In 2019, the network engaged with the Newsom administration and legislative leaders to maintain the urgency for the development and advancement of the Master Plan for Aging.

**Improving Care for Populations with Complex Needs in ACOs**  
**INSTITUTE FOR ACCOUNTABLE CARE**  
$199,990  
36 months

This project, co-funded by The Commonwealth Fund, The John A. Hartford Foundation, and the Robert Wood Johnson Foundation, provided support to accountable care organizations (ACOs) implementing home-based care models for populations with complex needs.
Improving Older Adults’ Care by Advancing CBO-Health Care Partnerships
NATIONAL ASSOCIATION OF AREA AGENCIES ON AGING
$150,000
36 months

This project, co–funded with The John A. Hartford Foundation, supported the efforts of the Aging and Disability Business Institute to provide technical assistance to community–based organizations (CBOs) building their business acumen to partner with health care.

Medicare Advantage Learning Community
INSTITUTE FOR HEALTHCARE IMPROVEMENT
$120,636
22 months

This project, co–funded by The Commonwealth Fund, The John A. Hartford Foundation, Peterson Center on Healthcare, and the Robert Wood Johnson Foundation, engaged Medicare Advantage plans to implement a model of care for populations with complex needs.

Research on Medicare Advantage Evidence–Based Interventions
AVALERE HEALTH LLC
$75,000
6 months

This project, co–funded by The Commonwealth Fund and The John A. Hartford Foundation, evaluated the use of evidence–based care models for Medicare Advantage populations with complex care needs.

Coordinated Care Initiative Health Plan Learning Collaborative
CALIFORNIA ASSOCIATION OF HEALTH PLANS
$75,000
24 months

This project convened bimonthly meetings of the California health plans participating in the Coordinated Care Initiative to learn about best practices from one another and other states.
Better Care Playbook – Phase IV
INSTITUTE FOR HEALTHCARE IMPROVEMENT
$75,000
12 months

This project, co-funded by The Commonwealth Fund, The John A. Hartford Foundation, Peterson Center on Healthcare, and the Robert Wood Johnson Foundation, supported the curation and dissemination of complex care resources and best practices through the Better Care Playbook.

New State Opportunities to Advance Integrated Care and Long-Term Services and Supports
CENTER FOR HEALTH CARE STRATEGIES
$74,971
9 months

This project conducted an analysis of state progress toward advancing integrated care models and long-term services and supports rebalancing to home- and community-based services.

LTSS Quality Reporting Learning Collaborative
NATIONAL COMMITTEE FOR QUALITY ASSURANCE
$74,900
12 months

The project established a learning collaborative with Managed Long-Term Services and Supports health plans and community-based organizations to increase attention and promote reporting on four new HEDIS® long-term services and supports (LTSS) quality measures.

Increasing Access to Person-Centered Care
VICTOR TABBUSH CONSULTING
$46,834
6 months

This project interviewed provider groups in California to define the ratio of risk-bearing contracts that leads to providing person-centered care to the entire patient populations.
Advancing Models for Complex Care Populations in Late Life
CLINICAL EXCELLENCE RESEARCH CENTER AT STANFORD UNIVERSITY
$35,000
5 months

This project convened national leaders in health care to understand the opportunities and barriers to implementing models of care for Medicare Advantage populations with complex needs in late life.

Engaging Philanthropy in Complex Care
GRANTMAKERS IN AGING
$20,000
24 months

This project, co-funded by The Commonwealth Fund, The John A. Hartford Foundation, Peterson Center on Healthcare, and the Robert Wood Johnson Foundation, engaged health and aging philanthropy to expand models of care for complex populations.

Forum of Aging, Disability, and Independence
NATIONAL ACADEMY OF SCIENCES
$20,000
12 months

This project co-funded the Forum of Aging, Disability, and Independence that explores innovative policy and practical solutions to assist older adults and people with disabilities.

Enhancing Community Health Needs Assessments
NATIONAL ACADEMY OF SCIENCES
$5,000
7 months

This project provided support for the National Academy of Sciences special publication on principles and practices for community health needs assessments.
GRANTS LIST:

Thematic Goal 2

A Repeatable Co-Design System: Design the Aging You Love
BIRSEL + SECK
$801,075
12 months

This project conducted research to uncover insights about the wishes and worries of middle-income, older Americans, mapped out the opportunity spaces, and developed an engagement strategy to garner interest from high-level talent within the creative business community (e.g., entrepreneurs, designers, business, academic institutions).

Pilot Workshops to Learn from Entrepreneurs
MATTER
$145,000
6 months

This project conducted four research convenings with entrepreneurs to develop insights on how to convene, inspire, and motivate entrepreneurs to design for older adults.

Market Assessment for Resilience Lab Impact Investments
VILLAGE CAPITAL
$125,461
6 months

This project funded a market assessment of the current U.S. venture ecosystem of for-profit startup companies whose customers, end users, or beneficiaries are older adults.
GRANTS LIST:

Thematic Goal 3

Kaiser Health News Coverage of Aging and Long-Term Care
HENRY J. KAISER FAMILY FOUNDATION
$500,000
24 months

This project supported core digital coverage and video on aging and long-term care issues, including deeper dives into government programs and the effects of policy changes.

Honoring Aging and Caregiving at the 131st Tournament of Roses® Parade and Showcase of Floats
PHOENIX DECORATING COMPANY
$275,000

MCCABE MESSAGE PARTNERS
$42,500

TOURNAMENT OF ROSES
$9,880
6 months

This project celebrated family caregivers and engaged media through a float at the 2020 Rose Parade® titled Hope’s Heroes: Honoring Caregivers of All Generations.
Changing the Narrative: Aging and the Future of Care
HOLLYWOOD, HEALTH & SOCIETY
$250,000
24 months

This project promoted person-centered care and caregiving storylines in entertainment and worked to improve the diversity of portrayals of older adults and aging to touch a variety of television and film audiences.

Millennial Caregiving Media Partnership
VOX MEDIA, INC
$200,000
6 months

This project partnered with a dynamic media partner known for significant millennial viewership in order to develop and disseminate an explainer video on the role of millennial caregivers in society and shed light on their correlated policy and service needs.

Reframing Aging Initiative
THE GERONTOLOGICAL SOCIETY OF AMERICA
$75,000
36 months

This project supported the long-term, social change endeavor to improve the public’s understanding of aging and ultimately change the narrative around aging in ways that encourage improved policies and programs. This project was funded by eight additional organizations.

Guiding Principles for Supplemental Benefit Flexibility
ATI ADVISORY
$67,700
4 months

LONG-TERM QUALITY ALLIANCE
$21,289
8 months

These projects convened an expert working group and developed a guiding principles report to foster implementation of the Special Supplemental Benefits for the Chronically Ill (SSBCI) within Medicare Advantage plans.
Advancing and Disseminating SSBCI Principles

**ATI ADVISORY**

$74,944

7 months

**LONG-TERM QUALITY ALLIANCE**

$69,691

5 months

These projects disseminated the guiding principles for Special Supplemental Benefits for the Chronically Ill (SSBCI) to policymakers and other audiences, and identified next steps to improve access for eligible Medicare Advantage plan members.

Medicare 101 for State Health Policy Leaders

**NATIONAL ACADEMY OF STATE HEALTH POLICY**

$35,000

6 months

This project organized a session at the Annual State Policy Conference to explore how state health policy staff can align, integrate, and leverage Medicare for their dual eligible residents.

The Forgotten Middle: Results and National Briefing

**NATIONAL INVESTMENT CENTER FOR SENIOR HOUSING & CARE, INC.**

$15,000

3 months

This project supported a briefing in Washington, D.C., to release a *Health Affairs* article on middle-income older adults’ capacity to afford housing and services. This project was co-funded by the AARP Foundation and The John A. Hartford Foundation.
### STATEMENTS OF FINANCIAL POSITION

**AS OF DECEMBER 31, 2019 AND 2018**

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>CURRENT ASSETS:</strong></td>
<td></td>
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</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$4,355,020</td>
<td>$3,906,442</td>
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<tr>
<td>Investments</td>
<td>225,393,838</td>
<td>201,344,241</td>
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<tr>
<td>Interest and dividend receivables</td>
<td>314,226</td>
<td>333,864</td>
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<tr>
<td>Prepaid expenses and other current assets</td>
<td>8,755</td>
<td>10,673</td>
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<tr>
<td><strong>Total current assets</strong></td>
<td>230,071,838</td>
<td>205,595,220</td>
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<tr>
<td><strong>PROPERTY AND EQUIPMENT—Net</strong></td>
<td>127,993</td>
<td>133,107</td>
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<tr>
<td><strong>INVESTMENTS</strong></td>
<td>943,277</td>
<td>729,665</td>
</tr>
<tr>
<td><strong>MISSION-IMPACT INVESTMENTS</strong></td>
<td>999,998</td>
<td>999,998</td>
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<tr>
<td><strong>DEPOSITS AND OTHER ASSETS</strong></td>
<td>18,072</td>
<td>18,072</td>
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<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>$232,161,179</td>
<td>$207,476,062</td>
</tr>
<tr>
<td><strong>LIABILITIES AND NET ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>CURRENT LIABILITIES:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$465,501</td>
<td>$222,589</td>
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<tr>
<td>Accrued payroll and related benefits</td>
<td>691,631</td>
<td>627,854</td>
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<tr>
<td>Grants payable</td>
<td>1,012,685</td>
<td>1,266,434</td>
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<tr>
<td>Due to parent and affiliates</td>
<td>8,122</td>
<td>12,600</td>
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<tr>
<td><strong>Total current liabilities</strong></td>
<td>2,177,939</td>
<td>2,129,477</td>
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<tr>
<td><strong>DEFERRED COMPENSATION</strong></td>
<td>943,277</td>
<td>729,665</td>
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<td><strong>DEFERRED RENT</strong></td>
<td>245,347</td>
<td>253,526</td>
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<td><strong>GRANTS PAYABLE</strong></td>
<td>593,018</td>
<td>726,255</td>
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<tr>
<td><strong>Total liabilities</strong></td>
<td>3,959,581</td>
<td>3,838,923</td>
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<tr>
<td><strong>NET ASSETS</strong></td>
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<tr>
<td>Without restrictions</td>
<td>$228,071,938</td>
<td>203,637,139</td>
</tr>
<tr>
<td>With restrictions</td>
<td>129,660</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td>$228,201,598</td>
<td>$203,637,139</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES AND NET ASSETS</strong></td>
<td>$232,161,179</td>
<td>$207,476,062</td>
</tr>
</tbody>
</table>
## Statements of Activities

### For the Years Ended December 31, 2019 and 2018

<table>
<thead>
<tr>
<th></th>
<th>2019 Total</th>
<th>2018 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Without Restrictions</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>NET REVENUES</strong>—Investment income</td>
<td>$15,658,830</td>
<td>$18,536,922</td>
</tr>
<tr>
<td><strong>NET ASSETS RELEASED FROM RESTRICTIONS</strong></td>
<td>260,340</td>
<td>-</td>
</tr>
<tr>
<td>Total revenue</td>
<td>15,919,170</td>
<td>18,536,922</td>
</tr>
<tr>
<td><strong>OPERATING EXPENSES:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants and other program expense</td>
<td>9,249,890</td>
<td>8,467,309</td>
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<tr>
<td>General and administrative expense</td>
<td>1,568,760</td>
<td>1,441,673</td>
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<tr>
<td>Total operating expenses</td>
<td>10,818,650</td>
<td>9,908,982</td>
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<tr>
<td><strong>NET OF REVENUE</strong> OVER OPERATING EXPENSES</td>
<td>5,100,520</td>
<td>8,627,940</td>
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<tr>
<td><strong>CHANGE IN UNREALIZED GAIN (LOSS) ON INVESTMENTS</strong>—Net</td>
<td>19,334,279</td>
<td>(25,734,361)</td>
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<tr>
<td><strong>INCREASE IN NET ASSETS</strong></td>
<td>24,434,799</td>
<td>(17,106,421)</td>
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<tr>
<td><strong>With Restrictions</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>REVENUES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restricted Contributions</td>
<td>390,000</td>
<td>-</td>
</tr>
<tr>
<td>Net Assets released from restrictions used for operations</td>
<td>(260,340)</td>
<td>-</td>
</tr>
<tr>
<td>Total change in net assets with restrictions</td>
<td>129,660</td>
<td>-</td>
</tr>
<tr>
<td><strong>NET ASSETS</strong>—Beginning of year</td>
<td>203,637,139</td>
<td>220,743,560</td>
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<tr>
<td><strong>NET ASSETS</strong>—End of year</td>
<td>$228,201,598</td>
<td>$203,637,139</td>
</tr>
</tbody>
</table>
2019 Board of Directors

Jennie Chin Hansen, RN, MS, FAAN, Chair
Melanie Bella, MBA
Colleen Cain
Bruce A. Chernof, MD, FACP
Ivelisse R. Estrada
Tom Higgins
Francesca “Cesca” Ruiz De Luzuriaga
Cheryl Phillips, MD, AGSF
Carol Raphael, MPA
Patrick Seaver
Ryan M. Trimble, DDS, MBA

Executive Staff

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

Gretchen E. Alkema, PhD
Vice President Policy and Communications

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

John Zapolski
Vice President Innovations
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 Administration

Sarah S. Steenhausen, MS
Senior Policy Advisor

Eric Thai, CPA, MBA
Director of Finance and Mission Impact Investments

Erin Westphal, MS
Program Officer

Administrative Staff

Gina Alferez
Executive Assistant

Renata McElvany
Program Associate