

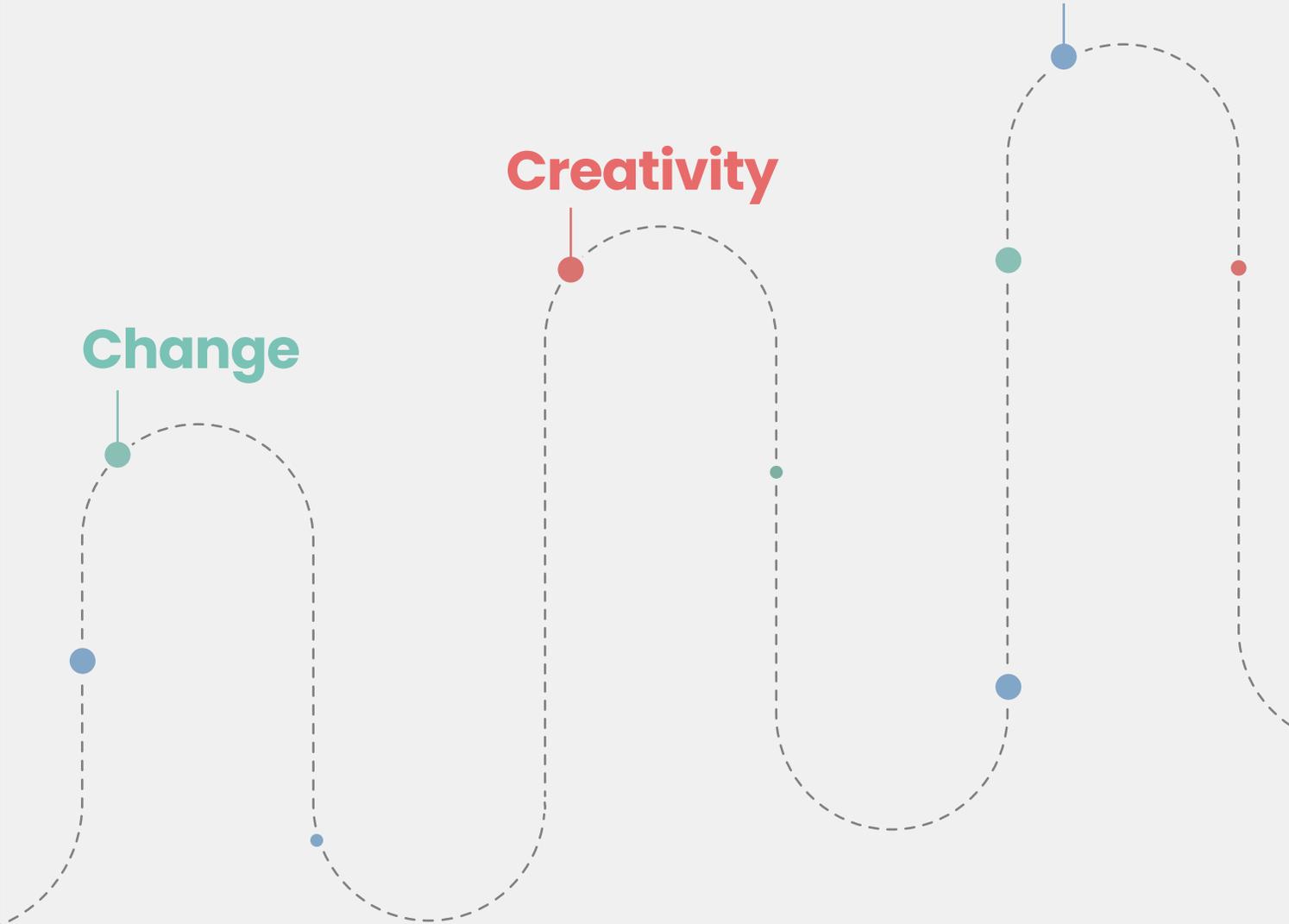


Honoring the
Journey
of Growing Older
Through

Commitment

Creativity

Change



2020 ANNUAL REPORT

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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 Goals

Transform care and delivery.

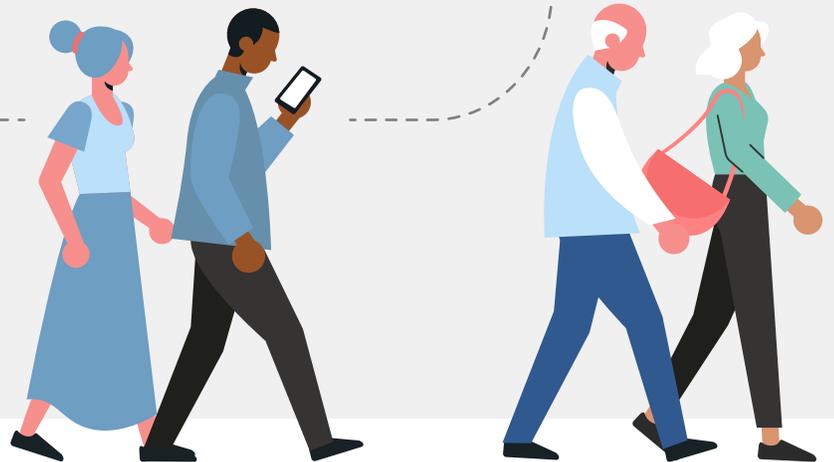
Establish person-centered, integrated models as the gold standard of care that all older adults come to expect and receive—regardless of whether they have Medicare only, or are dually eligible for Medicare and Medicaid.

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.



Thoughts on 2020 from Our New President & CEO and Board Chair

For generations alive today, 2020 was one of the most tumultuous years on record. On January 21, the first confirmed case of coronavirus disease 2019 (COVID-19) was identified in Washington state. From that day forward, COVID-19's infiltration into every community upended daily life across our nation's demographic, economic, social, political, and health care landscapes. Over 378,000 died in the United States by year's end—the third leading cause of death in 2020. Over 80 percent of deaths were among adults aged 65 and older, with significant impact on the American Indian/Alaska Native, Black, and Latinx populations. This massive public health crisis exposed many deep-lying stressors and vulnerabilities that stretched across national, state, and local boundaries (e.g., social isolation, food insecurity) with a profoundly negative impact on the health care and on aging service sectors. Finally, the pandemic upended the lives of families and women in particular, who faced multigenerational caregiving demands and experienced increased isolation, higher stress, and neglected health and mental health needs.

The SCAN Foundation met this crisis moment by responding to the depth of disruptive change, focusing on resiliency through creativity, and remaining committed to its mission of transforming care for older adults. This 2020 Annual Report honors the journey of growing older in two distinct and interrelated ways. First, it provides programmatic highlights throughout the year that denote change, creativity, and commitment. Second, it honors the lasting legacy of the Foundation's founding President & CEO – Dr. Bruce Chernof – who led the organization for nearly 13 years.

Finally, as the Foundation's new President & CEO along with our Board Chair, we welcome the opportunity to both honor the difficulties *and* illuminate fresh, bold efforts that emerged from 2020 in order to forge a more accessible, equitable, and just tomorrow for all aging Americans.

Sincerely,



A blue ink signature of Sarita A. Mohanty, MD, MPH, MBA.

Sarita A. Mohanty, MD, MPH, MBA
President & CEO



A blue ink signature of Jennie Chin Hansen, RN, MS, FAAN.

Jennie Chin Hansen, RN, MS, FAAN
Board Chair



Highlights From Our 2020 Journey

The Journey of Change: Our Response to COVID-19

The 2019 coronavirus emerged in 2020, disrupting every aspect of the human experience. COVID-19's devastation exposed major inequities that burdened diverse older adults, those living with complex care needs, and their family caregivers. For example, more than 75 percent of Californians who died from COVID-19 were age 65 and older, and the greatest toll affected American Indian/Alaska Native, Black, and Latinx individuals.

The SCAN Foundation responded to this severe global change by collaborating with leading voices in communications, government, philanthropy, and policy. Here are highlights from our funded efforts, and please click on images throughout these pages to learn more.

In March, we produced a webpage and social media messaging to ensure clear, accurate, and useful information for a wide array of stakeholders.



Recognizing the dearth of first-person narratives from older adults, NORC at the University of Chicago conducted a nationwide survey to gather older adults' perceptions of social distancing and health care experiences.

SURVEY:
55%
of older adults' medical care disrupted

SURVEY:
Adults 70+ Experiencing Telehealth (& Liking It)

SURVEY:
Adults 70+ Prepared for More Self Isolation

SURVEY:
Adults 70+ Feeling Lonely

The California Department of Aging, with help from Paschal Roth Public Affairs, developed the Community Check-In Campaign for older adults. Ads ran for several months in social media, radio, and print, with a particular emphasis on underserved and hard-to-reach communities.



Health Management Associates and Manatt Health created time-sensitive briefs capturing the extensive Medicare and Medicaid regulatory changes.

Many changes showed a profound impact on health care delivery (e.g., rapid telehealth adoption) and are serving as the basis to reshape person-centered care.

We also developed a brief outlining how California used these flexibilities.

UPDATED FEBRUARY 2021

COVID-19 State Resource Guide: Leveraging Federal and State Authorities to Ensure Access to Long-Term Services and Supports for High-Risk Individuals

Stephanie Anthony, Senior Advisor
Manatt Health
Alexandra Gould, Senior Manager
Manatt Health
Morgan Craven, Manager
Manatt Health
Cindy Mann, Partner
Manatt Health

Regulatory Changes to Medicare in Response to COVID-19

ISSUE BRIEF
August 2020

ABSTRACT: The COVID-19 pandemic prompted Congress and the Trump administration to rapidly waive or change existing Medicare regulations, providing unprecedented flexibility to help health care providers, Medicare Advantage plans, and Part D plans respond to the public health emergency.

OBJECTIVE: Track and compare their regulatory changes, describe the benefits and risks of the changes, and describe the possible effects on the Medicare program if the temporary policies are made permanent.

METHODS: Analysis of COVID-19 related legislative, regulatory and subregulatory changes to existing Medicare regulations issued January 1, 2020, through July 24, 2020.

KEY FINDINGS: Congress and the administration modified 212 policies. The majority of changes addressed Medicare's conditions of participation for health care providers (53) and hospital regulations and financing (16). After two months of the policies were implemented under 1135 waiver authority (37) and most are expected to expire in the future (20).

CONCLUSIONS: Many important, long-standing regulatory protections and standards to reduce inappropriate Medicare spending have been temporarily waived by extensive regulatory changes. Any changes considered for extension should be studied to assess their long-term benefits and potential consequences. The effects of these policies should also be studied to determine what actions should be immediately taken to respond to future public health emergencies.

TOPLINES: The COVID-19 pandemic prompted Congress and the Trump administration to make unprecedented changes to existing Medicare regulations.

Policy-makers and stakeholders need to carefully weigh the benefits and unintended consequences of changes to Medicare with respect to immediate spending, patient access to care, and providers' ability to provide high-quality care.

The Commonwealth Fund
The SCAN Foundation

California's Use of Federal and State Policy Flexibilities to Ensure Access to Long-Term Services and Supports During the COVID-19 Pandemic

POLICY BRIEF - JUNE 2020

This policy brief takes a closer look at how California has implemented federal flexibilities to ensure the state's long-term services and supports (LTSS) system is responsive to the needs of older adults and people with disabilities during the COVID-19 pandemic.

Age Group (Years)	Cases by Age Group (%)	Deaths by Age Group (%)
0-19	0.0%	0.0%
20-29	0.9%	0.0%
30-39	10.4%	1.0%
40-49	15.3%	1.8%
50-59	15.8%	4.7%
60-69	44.4%	12.2%
70+	5.2%	32.0%

Source: Centers for Disease Control and Prevention, CDC Covid Data Tracker, 2020. <https://www.cdc.gov/covid-data-tracker/>. Accessed June 16, 2020.



The Center for Health Care Strategies quickly developed a dedicated page on the Better Care Playbook curating critical information on COVID-19 specifically for leaders of complex care programs.

The Journey of Creativity: Our Forum

We host an annual event in Sacramento each fall, creating a space for leaders in aging to connect, celebrate, and learn.

In 2020, we shifted to deliver a two-day virtual experience due to COVID-19. Our Forum was filled with insights, innovations, and imperatives to redesign systems of care to meet the needs, values, and preferences of aging Americans. Day One focused on California, and Day Two on national issues. Thinking outside the box, we blended elements of arts and culture into what is typically a policy-oriented environment.

Through this creativity, and as the nation navigated the pandemic, we celebrated the human spirit in the face of adversity. Here are highlights from our 2020 Forum.



Journalist and actor Mo Rocca served as our *Virtual Forum Flight Attendant*, bringing joy and pizzaz to our virtual event.



Journalist and former First Lady of California Maria Shriver joined California State Treasurer Fiona Ma to share their passion for state transformation efforts.



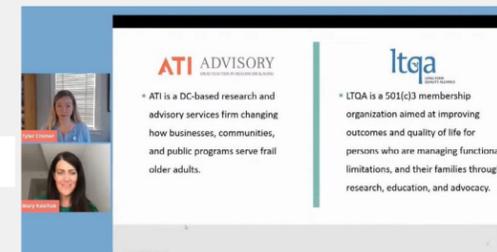
A breakout discussion focused on how to combat ageism and ableism to promote equity for a California of all ages.

We closed Day One with a performance by Tony Award-winner Ali Stroker and performers Rebecca Naomi Jones and Damon Daunno singing *You're Aging Well* by Dar Williams.



Day Two began with a breathtaking performance by Tony Award-winner Phylicia Rashad and Obie Award-winner Alexandria Wailes reciting the poem *On Aging* by Maya Angelou.

AARP shared the 2020 Long-Term Services and Supports (LTSS) State Scorecard findings, and joined a breakout session to discuss California's progress.



National experts described how Medicare is evolving to meet nonmedical needs to improve health outcomes.

Leading Change with Creativity and Commitment: Honoring Dr. Bruce Chernof

In 2020, our inaugural President & CEO – Bruce Chernof, MD – announced his retirement. Under his nearly 13-year tenure, we awarded more than \$75 million to organizations in California and across the nation.

The SCAN Foundation emerged on the philanthropic scene as the *Affordable Care Act* was being debated and signed into law. Bruce and his small staff leveraged this landmark treatise on health care coverage, delivery, and finance to begin transforming care for older adults with complex care needs seeking to live well at home.

Here are highlights of 2020 activities forged by Bruce’s vision, and ways key leaders honored his legacy.



In 2013, Bruce served as the Chair of the Federal Commission on Long-Term Care. It sought to address the challenges of delivering and financing care for people with significant daily living challenges. Learnings from this effort helped shape multiple policy improvements in the years following.

Early on, Bruce saw the need to measure state action on achieving a high-performing system of care for aging Americans. It was realized through the AARP LTSS State Scorecard, with its fourth edition released in September 2020.



PACESETTER PRIZE



Bruce championed the idea of recognizing states making significant progress based on the Scorecard results. In 2020, we awarded the Pacesetter Prize to four states: Connecticut, New Jersey, New York, and Ohio.

ADvancing States Honors Dr. Bruce Chernof with Arthur S. Flemming Award



Bruce was honored with the 2020 Arthur S. Flemming Award, which recognizes an individual who has provided substantial public service contributions to the field of aging.

Bruce shared his views on broadening the role of philanthropy in rethinking aging, through a Grantmakers in Health *Views From the Field* article.



At our 2020 Forum, leaders across the nation expressed their gratitude for Bruce’s leadership and partnership during his Foundation tenure.

As a final initiative anchored in human-centered design, Bruce co-led the launch of *Alive Ventures*. This new for-profit innovation studio is a wholly owned subsidiary of the Foundation that creates new brands, products, and services to help Americans grow stronger, more joyful, and better with age.



Funded Projects in 2020

GOAL 1: TRANSFORM CARE AND DELIVERY

California Advocacy Network Initiative

California Collaborative for Long Term Services and Supports

HOMEBRIDGE

\$330,000

Central Valley Long Term Support and Services Coalition

AGEWELL FRESNO

\$15,000

Senior Services Coalition of Alameda County

ALAMEDA COUNTY MEALS ON WHEELS

\$15,000

Orange County Aging Services Collaborative

ALZHEIMER'S ORANGE COUNTY

\$15,000

Placer County Emerging ADRC Coalition

AREA 4 AGENCY ON AGING

\$15,000

Hospital to Home Alliance of Ventura County

CAMARILLO HEALTH CARE DISTRICT

\$15,000

Santa Barbara County Adult & Aging Network

CENTRAL COAST CENTER FOR INDEPENDENT LIVING

\$15,000

Contra Costa County Advisory Council on Aging

CHOICE IN AGING

\$15,000

Inland Empire LTSS Coalition
COMMUNITY ACCESS CENTER
\$15,000

Diversability Advocacy Network
DISABILITY ACTION CENTER
\$15,000

Aging and Disability Resource Connection—Nevada, Sierra, Sutter, and Yuba Counties
FREED/ADRC OF NEVADA COUNTY
\$15,000

Senior Coalition of Stanislaus County
HEALTHY AGING ASSOCIATION
\$15,000

San Francisco Long Term Care Coordinating Council
HOMEBRIDGE
\$15,000

Kern County LTSS Coalition
INDEPENDENT LIVING CENTER OF KERN COUNTY
\$15,000

Monterey Bay Aging and Disability Resource Center Coalition
INDEPENDENT LIVING RESOURCE CENTER, INC
\$15,000

Age Forward Coalition of San Mateo County
SAN MATEO COUNTY AGING AND ADULT SERVICES
\$15,000

Los Angeles Aging Advocacy Coalition
ST. BARNABAS SENIOR CENTER OF LOS ANGELES
\$15,000

San Diego Senior Alliance
ST. PAUL'S SENIOR SERVICES
\$15,000

Yolo Healthy Aging Alliance
YOLO HEALTHY AGING ALLIANCE
\$15,000



Aging Services Collaborative of Santa Clara County

SILICON VALLEY INDEPENDENT LIVING CENTER

\$10,000

Bay Area Senior Health Policy Coalition

ON LOK, INC.

\$8,741

The California Advocacy Network is a statewide movement comprised of the Sacramento-based California Collaborative for Long-Term Services and Supports and 21 county-level Regional Coalitions. In 2020, the network engaged with the Newsom administration, legislative leaders, and local officials to maintain the urgency for developing the Master Plan for Aging, as well as improving care for populations with complex needs.

COVID-19 Outreach

PASCHAL ROTH PUBLIC AFFAIRS, INC.

\$219,260

2 months

This project created multilingual advertisements for social media, print, and radio to inform older Californians about available resources during the pandemic.

Better Care Playbook

CENTER FOR HEALTH CARE STRATEGIES

\$149,998

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 – supported the curation and dissemination of complex care resources and best practices through the Better Care Playbook.

My Care, My Choice Digital Advertising for 2020 Open Enrollment

MCCABE MESSAGE PARTNERS

\$75,000

6 months

This project developed and disseminated digital advertising in California to promote the *My Care, My Choice* website—an online consumer decision resource to help Californians with Medicare and Medi-Cal locate and better understand their health coverage options.

The SCAN Foundation Forum: Honoring the Journey of Growing Older

2020–21 Forum: Logistical Support

KALINA INSTITUTE

\$151,479

24 months

2020 Forum: Production and Management

ETHAN HEARD PRODUCTIONS

\$40,000

5 months

2020 Forum: Highlighting the Person Video Development

GREATER GOOD STUDIO

\$32,445

4 months

2020 Forum: Management

BROADWAY UNLOCKED

\$31,700

3 months

2020 Forum: Findings from the Milken Institute's Social Impact Summit

MILKEN INSTITUTE

\$10,000

3 months

In 2020, the Foundation hosted a two-day virtual event that convened advocates, care providers, consumers, elected officials, and many others working to improve the system of long-term care and the everyday experience of aging Americans.



California 2020 Master Plan for Aging Initiative

Master Plan for Aging: Data Gap Action Plan

TL SHAW CONSULTING

\$314,516

15 months

Master Plan for Aging: Technical Assistance

THE UNIVERSITY OF CALIFORNIA, SAN FRANCISCO

\$140,188

9 months

Master Plan for Aging: Technical Assistance

JENNIFER WONG

\$135,400

7 months

Master Plan for Aging: Communications Support

PASCHAL ROTH PUBLIC AFFAIRS, INC.

\$113,505

7 months

Master Plan for Aging: Logistical Support

KALINA INSTITUTE

\$39,998

7 months

KALINA INSTITUTE

\$23,638

10 months

Through funding from eight California foundations, these projects supported the development of California's Master Plan for Aging.

Alzheimer's Task Force and Master Plan for Aging Coordination Project

LUCAS PUBLIC AFFAIRS

\$75,000

5 months

This project supported inclusion of the California Alzheimer's Task Force recommendations into the state's final Master Plan for Aging.

COVID-19 Sector Assessment Project

NATIONAL ACADEMY OF MEDICINE

\$75,000

10 months

This project, co-funded by multiple national funders, supported a sector-by-sector review of COVID-19 experiences, lessons, and opportunities for system-wide improvement in health care.

Advancing LTSS Quality Reporting

NATIONAL COMMITTEE FOR QUALITY ASSURANCE

\$75,000

11 months

This project supported the advancement of HEDIS® long-term services and supports (LTSS) quality measure reporting, as well as developing and publishing revised sampling guidelines.

Advancing California's Integrated Care Delivery for Dually Eligible Individuals

CENTER FOR HEALTH CARE STRATEGIES

\$74,669

6 months

The project provided technical assistance to the California Department of Health Care Services to advance and expand integration strategies for Medicare/Medi-Cal beneficiaries.

Person-Centered Care Models: Perceptions of Opportunities and Barriers

HEALTH MANAGEMENT ASSOCIATES, INC.

\$74,390

4 months

This project supported interviews with provider groups in California to inform the development of person-centered care programs in the state.

Pacesetter Prize: LTSS Systems Change Award

CENTER FOR HEALTH CARE STRATEGIES

\$58,533

12 months

This project supported the analysis of the 2020 AARP LTSS State Scorecard data and interviews with state representatives to identify Pacesetter Prize winners.



LTSS State Scorecard and Pacesetter Prize
NATIONAL CONFERENCE OF STATE LEGISLATURES

\$55,000
12 months

This project supported dissemination of the 2020 AARP LTSS State Scorecard and Pacesetter Prize to states.

Tracking Progress on Person-Centered Care: A Health System View
UNIVERSITY OF MASSACHUSETTS BOSTON

\$47,312
12 months

This project supported the analysis of the 2016 Health and Retirement Study data to estimate a baseline measure for health system performance on the metric of “person-centeredness.”

Person-Centered Enrollment Strategies for Integrated Care
COMMUNITY CATALYST

\$35,000
17 months

This project, co-funded by Arnold Ventures, explored attitudes and experiences of Medicare-Medicaid beneficiaries in multiple states, including California, to better understand their enrollment decisions.

Playbook Framework for Dually Eligible Beneficiaries
CENTER FOR HEALTH CARE STRATEGIES

\$32,814
6 months

This project, co-funded by The John A. Hartford Foundation, supported the development of a framework for inclusion of content focused on dual eligible individuals for the Better Care Playbook.

Advancing California’s Integrated Care Delivery for Dually Eligible Individuals
STEPHEN SOMERS AND ASSOCIATES, LLC

\$27,000
9 months

This project provided strategic guidance related to integration of care for Californians with Medicare/Medi-Cal.

2020 Conference Plenary: Master Plan for Aging

GRANTMAKERS IN AGING

\$25,000

9 months

This project, co-funded by the Gary and Mary West Foundation, supported a plenary session at the 2020 Grantmakers in Aging Conference on building a Master Plan for Aging.

Amplifying Californians' Views and Support for the Master Plan for Aging

J. WALLIN OPINION RESEARCH

\$25,000

3 months

This project polled voters to examine momentum for the California Master Plan for Aging during the COVID-19 crisis and disseminated findings to state legislators, advocates, and media.

Person-Centered Care: Defining the Tipping Point

VICTOR TABBUSH CONSULTING

\$5,500

2 months

This project supported the development of an issue brief outlining the risk relationships for health care providers and other stakeholders engaged in person-centered care programs.

GOAL 2: BUILD RESILIENCE AND CAPACITY

Brand Development for Alive Ventures

BIRSEL + SECK

\$395,000

6 months

This project engaged Birsell+Seck to develop the brand concept and materials for Alive Ventures, a new venture studio created in 2020.

Alive Ventures Brand Visibility and Engagement Strategies

ROSIE COMMUNICATIONS

\$40,790

6 months

This project developed compelling narratives for Alive Ventures' distinct mission to influence key stakeholders in creating meaningful design for older adults.

GOAL 3: DRIVE RESPONSIVE FINANCING POLICIES

Advancing New Supplemental Benefits in Medicare Advantage

ATI ADVISORY

\$649,894

27 months

This project partnered ATI Advisory and the Long Term Quality Alliance to leverage national experts and data analytics to advance implementation of the Medicare Special Supplemental Benefits for the Chronically Ill (SSBCI).

2020–21 Long–Term Care Public Opinion Research and Dissemination

NATIONAL OPINION RESEARCH CENTER (NORC)

\$298,446

18 months

This project tracked public opinion surrounding aging and long-term care issues among English- and Spanish-speaking U.S. adults ages 18 and older.

Financing and Delivery of Care for Individuals with Complex Care Needs

BIPARTISAN POLICY CENTER

\$208,831

18 months

This project, co-funded by the Robert Wood Johnson Foundation, provided education on the *CHRONIC Care Act* to federal staff and developed recommendations for LTSS financing opportunities, especially for middle-income individuals.

Informing Regional and National Discussions on Aging and Caregiving

USA TODAY

\$100,000

6 months

This project amplified aging and long-term care issues, including peoples' experiences with the COVID-19 pandemic, through several articles disseminated in California and nationally.

Federal LTSS and Financing: Post-Election Transition and Education

BIPARTISAN POLICY CENTER

\$75,000

6 months

This project provided critical education to new Biden administration and congressional staff on chronic care, LTSS, and integrated care.

A Closer Look at Community-Dwelling Older Adults in 2020

UC BERKELEY, INVESTIGATIVE REPORTING PROGRAM

\$75,000

6 months

This project produced several revelatory national stories on the impact of COVID-19 among Medicare beneficiaries living in community, and their families.

How States are Using COVID-19 Flexibilities to Ensure Access to Care for High-Risk Individuals and Strengthen LTSS

MANATT, PHELPS & PHILLIPS, LLP

\$73,400

4 months

MANATT, PHELPS & PHILLIPS, LLP

\$71,990

2 months

This project examined federal Medicaid regulatory flexibilities during the COVID-19 public health emergency, and how states used these flexibilities to improve LTSS systems.



Analysis of Medicare Flexibilities to Respond to COVID-19

HEALTH MANAGEMENT ASSOCIATES, INC.

\$44,000

4 months

HEALTH MANAGEMENT ASSOCIATES, INC.

\$9,884

2 months

This project, co-funded by The Commonwealth Fund, tracked and analyzed changes to Medicare policy as a result of COVID-19 and developed a series of publications on value-based purchasing.

Polling Older Adults During COVID-19

MCCABE MESSAGE PARTNERS

\$27,500

2 months

This project, co-funded by The John A. Hartford Foundation, collaborated with NORC at the University of Chicago to conduct and disseminate poll findings to learn the experiences and needs of U.S. older adults following the first month of the COVID-19 crisis and quarantine.

Caregiving and Aging Videos

GREENFIELD MEDIA

\$5,000

8 months

This project distilled learnings and insights of people's hopes for aging into five thematic, powerful videos.





2020 Financial Statements

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

AS OF DECEMBER 31, 2020, AND 2019

	2020	2019
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	\$4,581,733	\$4,355,020
Investments	243,537,666	225,393,838
Interest and dividend receivables	273,764	314,226
Prepaid expenses and other current assets	11,347	8,755
Total current assets	248,404,510	230,071,839
PROPERTY AND EQUIPMENT—Net	102,047	127,993
INVESTMENTS	1,143,636	943,277
MISSION-IMPACT INVESTMENTS	1,049,998	999,998
DEPOSITS AND OTHER ASSETS	18,072	18,072
TOTAL ASSETS	\$250,718,263	\$232,161,179
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES		
Accounts payable and accrued expenses	\$215,446	\$465,501
Accrued payroll and related benefits	606,901	691,631
Grants payable	1,085,648	1,012,685
Due to parent and affiliates	29,172	8,122
Total current liabilities	1,937,167	2,177,939
DEFERRED COMPENSATION	1,143,636	943,277
DEFERRED RENT	232,460	245,347
GRANTS PAYABLE	541,185	593,018
Total liabilities	3,854,448	3,959,581
NET ASSETS		
Without restrictions	246,863,815	\$228,071,938
With restrictions	-	129,660
Total net assets	246,863,815	228,201,598
TOTAL LIABILITIES AND NET ASSETS	\$250,718,263	\$232,161,179

CONSOLIDATED STATEMENTS OF ACTIVITIES

AS OF DECEMBER 31, 2020, AND 2019

	2020	2019
WITHOUT RESTRICTIONS		
NET REVENUES—Investment income	\$10,823,559	\$15,658,830
NET ASSETS RELEASED FROM RESTRICTIONS	504,660	260,340
Total revenue	11,328,219	15,919,170
OPERATING EXPENSES		
Grants and other program expense	8,843,487	9,249,890
General and administrative expense	1,982,567	1,568,760
Total operating expenses	10,826,054	10,818,650
NET OF REVENUE OVER OPERATING EXPENSES	502,165	5,100,520
CHANGE IN UNREALIZED GAIN (LOSS) ON INVESTMENTS—Net	18,289,712	19,334,279
INCREASE IN NET ASSETS	18,791,877	24,434,799
WITH RESTRICTIONS		
REVENUES		
Restricted Contributions	375,000	390,000
Net Assets released from restrictions used for operations	(504,660)	(260,340)
Total change in net assets with restrictions	(129,660)	129,660
NET ASSETS—Beginning of year	228,201,598	203,637,139
NET ASSETS—End of year	\$246,863,815	\$228,201,598

2020 Board of Directors

Jennie Chin Hansen, RN, MS, FAAN,
Chair

Melanie Bella, MBA

Colleen Cain

Anna Maria Chávez

Bruce A. Chernof, MD, FACP

Tom Higgins

Francesca “Cesca” Ruiz De Luzuriaga

Cheryl Phillips, MD, AGSF

Margarita Quihuis

Carol Raphael, MPA

Linda Rosenstock, MD, MPH

Ryan M. Trimble, DDS, MBA

2020 Executive Leadership



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

2020 Program and Administrative Team



Gina Alferez
Executive Assistant



Megan Burke, MSW
Policy Analyst



Jennifer Katell, MA, MBA
Grants Manager



Renata McElvany
Program Associate



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



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www.TheSCANFoundation.org

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2020 Annual Report

