

# EMERGENCY PREPAREDNESS IN ASSISTED LIVING: YOU CAN NEVER BE TOO PREPARED

Jill Schewe

NCAL Director of Policy & Regulatory Affairs

August 20, 2025

# OBJECTIVES

- Understand the core elements of an emergency preparedness plan
- Learn how to identify and be prepared for emergencies to minimize injury and loss
- Learn about tools and resources available to support you with emergency and disaster planning

HOW CONFIDENT DO YOU FEEL?





# EMERGENCY PREPAREDNESS

In the last few years state and federal law makers, interest groups, and consumer groups have made significant comments regarding the lack of proper emergency planning in assisted living. Which has resulted in many states increasing legislation.

# EMERGENCY PREPAREDNESS

---

- What this means for you as providers:
  - Regulation can be somewhat vague, leaving lots of room for interpretation
  - Something in place is better than nothing in place – because the regulation is flexible, it seems surveyors have not ventured too far out of the lines when critiquing emergency preparedness plans
  - Surveyors want to know you met the requirement – what that looks like for your community is up to you

# EMERGENCY PREPAREDNESS

New Mexico has new **proposed** Emergency Preparedness requirements for Assisted Living. Although there is no time frame for implementation it's a great time to start preparing!

# COMPONENT #1 – RISK ASSESSMENT & PLANNING

---

- Risk assessment and planning is commonly completed using an Excel based tool called a Hazard Vulnerability Analysis (HVA)
- A great exercise to include staff (it doesn't have to be completed by just one person)
- No need to recreate the wheel – there are sample HVA's available from many websites including AHCA/NCAL



# EMERGENCY PREPAREDNESS

---

FOUR CORE ELEMENTS TO  
AN EMERGENCY  
PREPAREDNESS PLAN





# HAZARD VULNERABILITY ANALYSIS (HVA)

Emergency Management

Hazards - Enter name of facility here

Hazard and Vulnerability Assessment Tool

Naturally Occurring Events

Event	PROBABILITY	SEVERITY = ( MAGNITUDE - MITIGATION )						RISK
		HUMAN IMPACT	PROPERTY IMPACT	BUSINESS IMPACT	PREPAREDNESS	INTERNAL RESPONSE	EXTERNAL RESPONSE	
		Likelihood this will occur	Possibility of death or injury	Physical losses and damages	Interruption of services	Preplanning	Time, effectiveness, resources	
SCORE	0 = N/A 1 = Low 2 = Moderate 3 = High	0 = N/A 1 = Low 2 = Moderate 3 = High	0 = N/A 1 = Low 2 = Moderate 3 = High	0 = N/A 1 = Low 2 = Moderate 3 = High	0 = N/A 1 = High 2 = Moderate 3 = Low	0 = N/A 1 = High 2 = Moderate 3 = Low	0 = N/A 1 =High 2 = Moderate 3 = Low	0 - 100%
Severe Thunderstorm								
Flood (external)								
Flood (internal)								
Winter Storm								
Tornado								
Seasonal Flu								
Other Severe Weather								
Electrical Failure (Generator Works)								
Electrical Failure (Generator Failure)								
Water Failure								
Property Crime								
Landslide								
Wind								
HVAC Failure								
Building Compromise								
Sewer Failure (Main)								
Sewer Failure (Plumbing)								
Communication Failure								
Natural Gas Failure								
Other Commercial Utility Failure								
Transportation Failure								
Cyber Security Issues								

HVA's can help outline:

- **Probability** of each hazard or event
- The human, property & business **impact** of the emergency
- **Level of preparedness** and response

# TIPS TO MEET COMPONENT #1

---

- Engage staff to help identify other emergency procedures
- Talk with external stakeholders about the community's needs for power sources and or evacuation
- Identify and plan out alternative scenarios where power affects operations and resident needs
- When planning for evacuation, identify the modes of transportation that will work for different scenarios - Have a memo of understanding (MOU) with transportation providers so your community has priority

## COMPONENT #2 – POLICIES & PROCEDURES

---

- It will feel like you are required to have a lot of specific policies and procedures
- From the proposed requirements, a sample of required policies and procedures *may* include ones on you will:

Provide for substance needs during and evacuation or shelter in place (food, water, medications, PPE, etc.)

Maintain temperature, lighting, sewage, and waste disposal in an emergency

Tracking staff, volunteers, and residents

## COMPONENT #2 – POLICIES & PROCEDURES

---

- More samples of proposed requirements

Safe sheltering in place

Safe evaluation of the AL facility

Maintaining medical documentation

Written Arrangements (memorandums of understanding (MOU)) with an off-site location(s) in the event residents are evacuated

Contacting community resources – who and when

The role of the AL in care in treatment when residents are at an alternative care site

## TIPS TO MEET COMPONENT #2

---

- Create procedures that include the characteristics of your facility
- Change your procedures as your resident population needs change
- Develop policies and procedures that take steps to be able to take care of yourself for at least 72 hours (minimum) – but plan well for any event
  - Do you have a short- and long-term plan? (could be 15 min, 8 hours, overnight, or longer)
- Consider internal and external stakeholders

### Internal stakeholders include:

- Residents
- Family members
- Direct caregivers & other facility staff
- Leadership & administrative staff

### External stakeholders include:

- Local emergency mgmt. services
- Law enforcement
- Utilities
- Other service providers i.e.,  
homecare & hospice partners

## TIPS TO MEET COMPONENT #2

---

- Think through everything in entirety – examples:

### Disruption / Loss of Power

Food/cooking

Lighting

Heating & cooling

Medical equipment use

Water for toilets and drinking

Multi-story buildings

### Evacuation Plan

Routes (internal)

Transportation (external)

Alternative Housing

Continuation of Services

Cell phone for communication

Satellite phone – even better



## TIPS TO MEET COMPONENT #2

---

- Make sure the evacuation procedures cover all areas of the building (basement, garage, all floors, secure areas, etc.)
- Include in procedure when residents should evacuate and when not to – Sheltering in place means selecting a small, interior room, with no or few windows, and taking refuge there – a.k.a. staying put
- Identify an outdoor meeting site after evacuation and temporary relocation sites like a church, school, community center, grocery store, etc.



## COMPONENT #3 – COMMUNICATION PLAN

---

- A good communication plan is a plan that identifies how you will share and access names and contact information for:

Staff and/or  
volunteers

Entities providing  
services under  
arrangement

Resident  
physicians(s)/PA/NP  
or other prescriber(s)

Other AL facilities or  
long-term care  
facilities

Families and  
designated  
representatives

Emergency  
preparedness staff  
(local, regional,  
state, and federal)

Regulators

Office of  
Ombudsman for LTC

Other “sources of  
assistance”

## COMPONENT #3 – COMMUNICATION PLAN

---

- A good communication plan will also identify how you will:
  - Access medical documentation for residents
  - Share medical documentation, if necessary, with other providers to maintain continuity of care

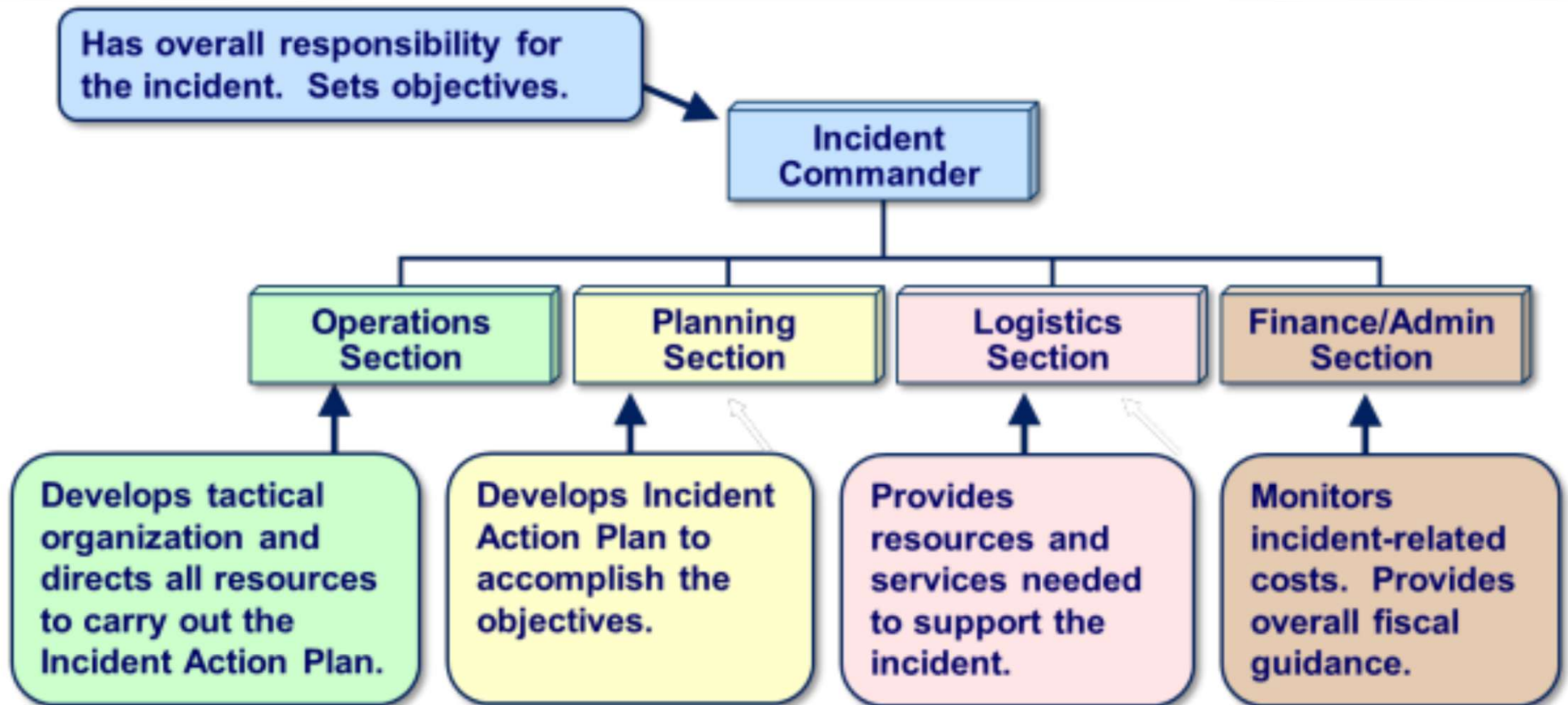


## COMPONENT #3 – COMMUNICATION PLAN

---

- As part of your communication plan, you may want to outline an incident command system (ICS) or organize communications and emergency response
- An ICS is a standardized, top down, management structure to respond to an event
- This management tool is used to meet the demands of small or large emergency and nonemergency situations

## COMPONENT #3 – COMMUNICATION PLAN



## TIPS TO MEET COMPONENT #3

---

- First responders need to understand your population and what their needs are for those with functional and cognitive needs, including:
  - dependence in transfers, mobility, use of walkers, wheelchairs, cognitive impairment, mental illness, blindness, hard of hearing/deaf, etc.
- Know what resources you have and what you depend on others to provide



## TIPS TO MEET COMPONENT #3

---

- Include staff in any updates – they know the ins and outs of the building better than anyone
- Thoroughly communicate elements of the plan when they have been updated or changed

## TIPS TO MEET COMPONENT #3

---

- All staff and residents should know where the plan located
- Emergency procedures shouldn't be in a locked office
- Make sure to check regularly emergency procedures are accessible and that the postings haven't disappeared
- Make sure any copies of old plans are replaced with new ones



## COMPONENT #4 – TRAINING & TESTING

---

- A big part of emergency preparedness is training and testing
  - Staff must be trained on your emergency preparedness plan upon hire and annually
  - Training must be documented, have demonstrated knowledge, and be based on the facility's risk assessment, as well as the communication plan
  - Must conduct drills and exercises to test the emergency plan to identify gaps and areas for improvement

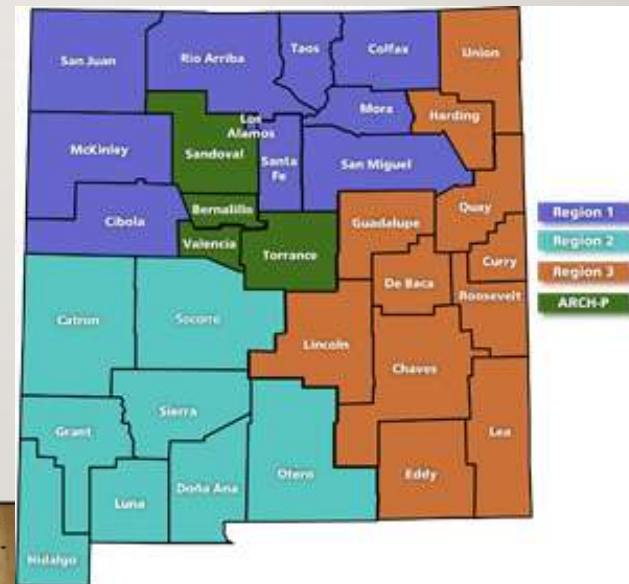
## COMPONENT #4 – TRAINING & TESTING

---

- Testing (drills and exercises) – the proposal – on an annual basis, the AL will conduct at least **two** training exercises

1. A **full scale exercise that is community based**. This may include local fire, EMS, hospitals, nursing homes, other assisted living facilities, etc.

Full scale exercises are usually coordinated by Regional Health Care Preparedness Coordinators – but they need to know you want to be included in such drills



## COMPONENT #4 – TRAINING & TESTING

---

- Testing (drills and exercises) – the proposal – on an annual basis, the AL will conduct at least **two** training exercises

### 2. A second full scale exercise OR a **facility specific table-top drill / exercise**

Table-top exercises are discussion-based sessions where team members meet in an informal, classroom setting to discuss their roles during an emergency and their responses to a particular situation. A facilitator guides participants through a discussion of one or more scenarios



## TIPS TO MEET COMPONENT #4

---

- Have a regular schedule for doing drills
- Conduct some drills in conjunction with resident training
- Decide who will be the lead for each scheduled drill (shake it up and use different people)
- Consider drills relevant to all emergency situations (i.e., tornado, power outage, fire, etc.)
- Consider having an annual inspection by the local fire authorities for ongoing compliance with fire and building codes
- Create a plan for regular training for staff and residents
- Make sure education to staff matches what communication to residents is

## TIPS TO MEET REQUIREMENT #4

---

- If drills don't go smoothly, look at procedures and update accordingly
- Document when these drills were done and what was accomplished
- Make sure to document all training provided
- Make sure to document all drills that were conducted

# ONE MORE COMPONENT - EMERGENCY AND STANDBY POWER SYSTEMS

---

- If the assisted living facility has residents that depend on medical equipment that requires electricity to function, the facility must have in their emergency plan how they will address the power outage and the needs of the resident to keep them safe.

# NEW MEXICO **PROPOSED** REGULATION

The emergency  
preparedness plan must be  
**reviewed annually** – not a  
bad practice to adopt now



NOW HOW  
ARE YOU  
FEELING?



# EMERGENCY PREPAREDNESS PLAN CONSIDERATIONS

---

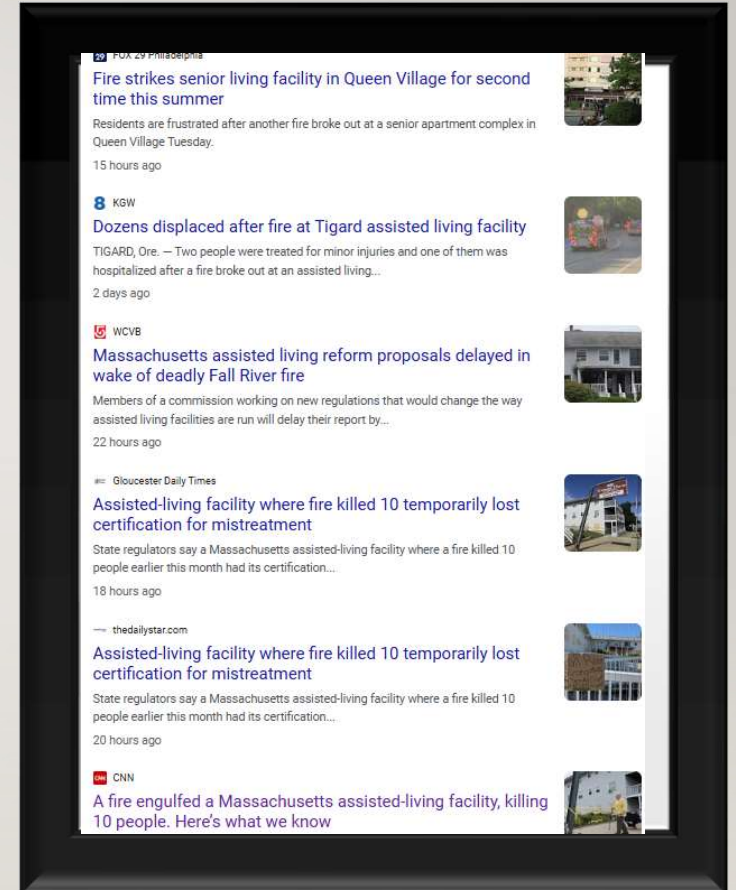
## FIRE PLANNING

---

- Unlike skilled nursing homes, you are not subject to federal fire safety standards
- Also, regulations may be different around the state, depending on who the delegated authority is and who oversees fire prevention in the area

# FIRES HAPPEN IN ASSISTED LIVING

Just Google it



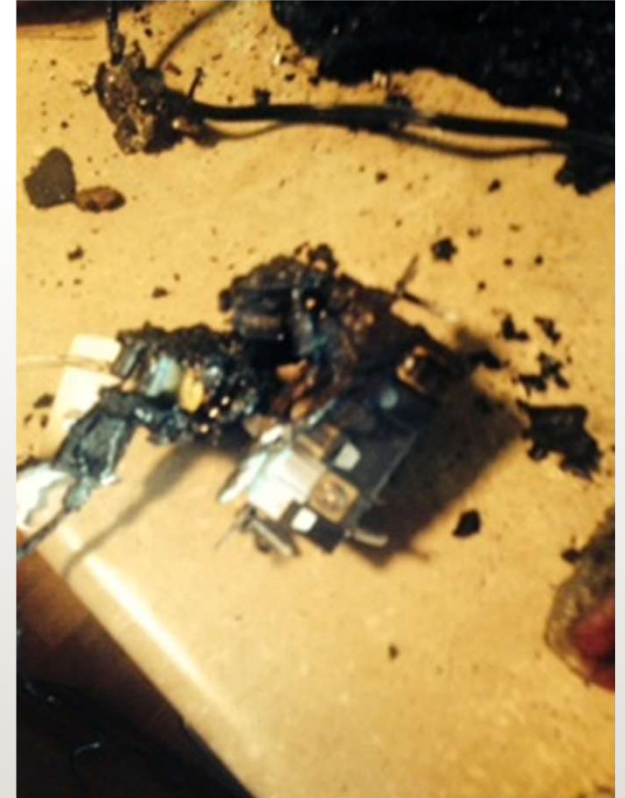
# FIRE SAFETY PROCEDURES

---

- Elements of fire safety procedures include
  - Prevention – protection from happening in the first place
  - Detection – systems to detect fires early
  - Suppression – ways to quickly suppress the fire
  - Compartmentalization – building designs to help fire from spreading
  - Egress – safe evacuation



Charging Cell Phone Fire



# FIRE PROTECTION & PHYSICAL ENVIRONMENT

---





# FIRE PROTECTION & PHYSICAL ENVIRONMENT

---

- Equipment considerations – documentation of operation:
  - Extinguishers – check annually for charge and make sure they are tagged
  - Detectors – check regularly for proper alarm & change batteries annually (great way to get a “look-see” in resident units)
  - Don’t forget the kitchen equipment



# FIRE PROTECTION & PHYSICAL ENVIRONMENT

---

- Don't forget
  - Kitchen's
    - Stove hoods, fire suppression systems, storage areas, etc.
  - Laundry rooms – specially dryers
    - Have a list of those centrally located and in resident units
    - Clean and maintain for lint build up
  - Garage areas
  - Elevator rooms
  - Maintenance and workshops



# FIRE PROTECTION & PHYSICAL ENVIRONMENT

---

- National Fire Protection Association (NFPA) considerations:
  - If the building has a sprinkler system, there may be inspection, testing, and maintenance to comply with
  - If there is an alarm system, there may be fire alarm codes to comply with
- Make sure you have systems in place to meet annual testing requirements

# FIRE PROTECTION & PHYSICAL ENVIRONMENT

---

- Tips:
  - Create a schedule of when all fire alarms and fire extinguishers need to be checked
  - Are you sure your local authorities and first responders know what you do?
  - Confirm you are coded as high priority

# NATURAL DISASTERS

---

- ❖ Severe Storms including high winds, hail, lightning, rain
- ❖ Tornadoes
- ❖ Flooding / Flash Floods
- ❖ Wildfires
- ❖ Drought
- ❖ Extreme Heat
- ❖ Earthquakes
- ❖ Pandemic
- ❖ Etc.

# NATURAL DISASTER PLANNING

---

- Watches and warnings procedures
- Staffing plan
- Sheltering in place vs evacuating
- Drills (practice!)
  - Safe Locations
  - Sharp Objects
  - Closing Drapes
- NOAA Weather Alert Radio
  - A nationwide network of radio stations broadcasting continuous weather information directly from the nearest National Weather Service office





# OTHER TYPES OF EMERGENCIES

---

- ❖ Total loss of power
- ❖ Loss of utilities
- ❖ Gas leak
- ❖ Frozen water pipes that burst
- ❖ Boiler goes down
- ❖ Fires from man-made actions
- ❖ Communication disruptions
- ❖ Chemical spill in the area
- ❖ Bomb threat
- ❖ Arson
- ❖ Active shooter
- ❖ Structural collapses
- ❖ Transportation accidents
- ❖ Explosions
- ❖ Terrorist attacks
- ❖ Etc.

# INTERNAL SAFETY CONCERNS

---

- Maximum water temperature checks
  - No more than 120°F for safety and comfort
- Medical concerns
  - Chocking & Heimlich maneuver training
  - CPR, AED's, etc.
- Storage of building supplies
  - Accessible to confused residents?

# INTERNAL SAFETY CONCERNS

---

- Emergency generators working properly
- Shower/ tub grab bars safety checks
- Handrails are not loose
- Nonslip tub / shower floors are safe
- GFI outlets checked
- Unsafe room clutter (hoarding)

# RESIDENT BELONGINGS

---

DO ANY OF YOU HAVE  
RESTRICTIONS REGARDING  
WHAT A RESIDENT CAN OR  
CANNOT HAVE IN THEIR  
APARTMENT?



# RESIDENT BELONGINGS

---

- Have you thought about...
  - Flammable liquids, explosives, space heaters, excessive combustibles, firearms, wreaths/Christmas trees, etc.
  - Any limits on how much oxygen a resident is allowed to store in their apartment? How about measures to check?
  - Any storage method requirements (ventilated areas)?



# RESIDENT BELONGINGS

---

- Do you have a procedure to check the safety of:
  - Frayed electrical wires
  - Unsafe extension cords
  - Ungrounded cords
  - Overloaded circuits
  - Oven storage
  - Etc....



# ACCESS TO APARTMENTS

---

- If apartments have locks, do you have a copy of each key, or a master?
- Do you have a policy prohibiting the installation of additional locks that cannot be opened from the outside?
- Who has keys?
- What notification do you give before entering apartments?

# MISSING RESIDENT PLAN

---

- Do you have a plan:
  - Of when to do a building search and a grounds search?
  - Of when to notify authorities?
  - Of when to notify families?
- Identify your areas of high risk – ponds, ledges, busy roads, bridges, etc.
- The plan should address residents both in a secure memory care area and those who are not



# ELEVATORS

---

- Do they meet the code requirements?
- Are they checked regularly?
- Do you know what the elevator does when there is an emergency?
  - i.e., power outage, fire alarm, smoke, mechanical malfunction, etc.

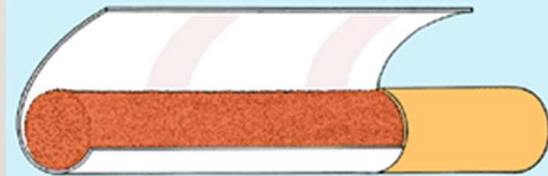


# SMOKING

---

- If you permit smoking in, know that they became a bit safer in 2010 when only “Fire-Safe” cigarettes can be sold in New Mexico
- Include in the plan your policies on:
  - Vaping
  - Smoking on the greater property
  - Smoking in cars in the parking lot

If a fire-safe cigarette is left unattended, the burning tobacco will reach one of these banded "speed bumps" and self-extinguish.



# EVACUATION

---

- Plans should include:
  - Routes (internal)
  - Transportation (external)
  - Alternative housing
  - Continuation of Services (medicines, medical records, etc.)
  - Cell phone for communication
  - Satellite phone – even better!

# REVISING YOUR EMERGENCY PLAN

---

- How often do you reassess for hazards?
- Changes should trigger updates to the plan
  - Significant building changes / New construction
  - New hazard identification
  - Policy updates
  - System changes
  - Staffing changes



# GOOD PLANNING

## Good planning will:

- Direct staff on what to do
- Instruct external stakeholders on what to do and how to help

# COMMUNICATION PLANS

---

- Plan for media
- Decide on a spokesperson, in advance
- Control the media, don't let them control you
- Use your Association, IHCA, as a resource
- Call Association staff to help

# DISASTER KIT

---

- Water – one gallon of water per person, per day for at least three days (be sure and include staff). Need water for both drinking and sanitation
- Food – three-day supply of non-perishable
- Battery powered and a NOAA Weather Radio with tone alert and extra batteries
- Flashlights and lots of batteries

# DISASTER KIT

- First Aid Kit
- Whistle to signal for help
- Dust mask to help filter contaminated air and plastic sheeting and duct tape to shelter-in-place
- Moist towelettes, garbage bags, and plastic ties for personal sanitation



# DISASTER KIT

---

- Wrench or pliers to turn off utilities
- Manual can opener for food
- Shovels for snow
- Local maps
- Cell phone with chargers, inverter, or solar charger

# REAL LIFE SCENARIO OF FIRE & EVACUATION

---

Karlstad, MN (October 12, 2012)

- 46 licensed nursing home beds
- 24 assisted living apartments
- Both fully occupied





# BEFORE THE FIRE

---

- ❖ September 29, 2012, staff were aware a fire was in the swamp behind them, still several miles out of town
- ❖ Winds were calm, fire under control at the time
- ❖ Numerous fire departments and DNR involved

# NOTICE TO EVACUATE

---

- ❖ Tuesday morning, October 2, 2012, winds started changing directions and picking up speed
- ❖ 1:05 pm the sheriff's department ordered immediate evacuation, and the National Guard was called in
- ❖ All residents and medication carts were at the First Lutheran Church 3 blocks away by 1:25 pm







# WHAT THE STAFF DID WELL

---

- All residents were moved to safety very quickly
- Staff knew and understood the fire plan—good drills and good leaders
- Anticipated well before we knew there was danger
- Staff stayed calm
- Teamwork







# OPPORTUNITIES FOR IMPROVEMENT

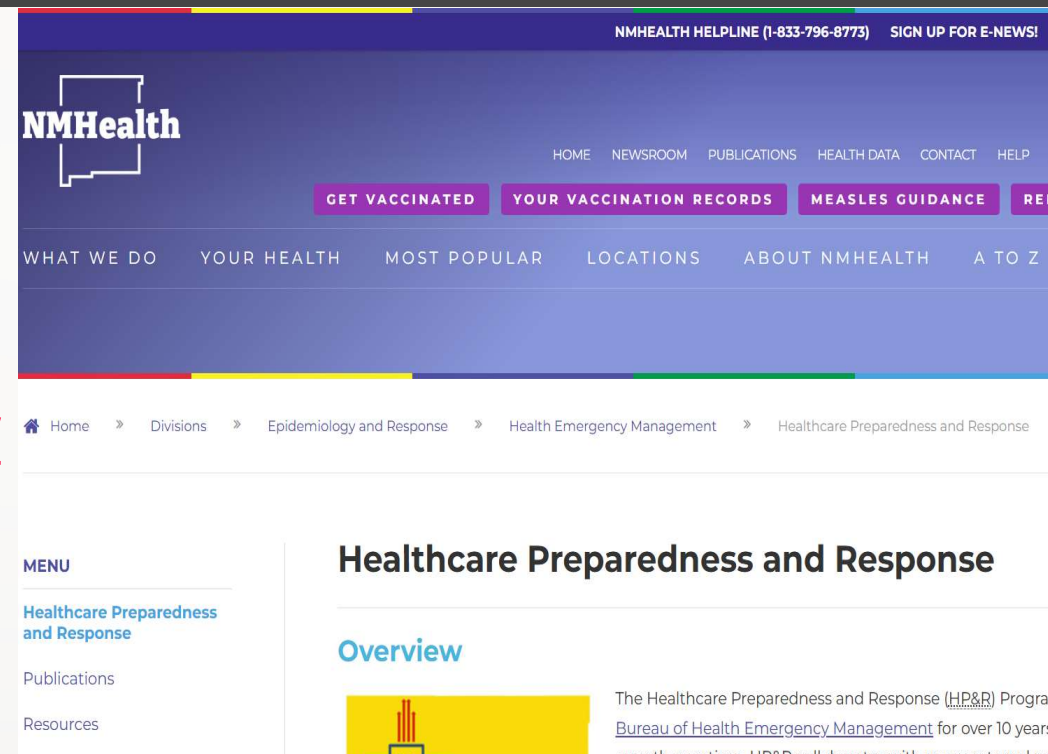
---

- Turn off air handling system sooner – decreased smoke entering the building
- Had masks in the facility, no one thought to grab or use them (this was pre-Covid)
- Had not involved family members in full evacuation planning

# EMERGENCY PLANNING RESOURCES

## New Mexico Healthcare Preparedness and Response

[https://www.nmhealth.org/about/erd/  
bhem/hpr](https://www.nmhealth.org/about/erd/bhem/hpr)



The screenshot displays the NMHealth website's navigation and content structure. At the top, a dark blue header contains the NMHealth logo, a helpline number (1-833-796-8773), and a link to sign up for e-news. Below this is a secondary navigation bar with links for HOME, NEWSROOM, PUBLICATIONS, HEALTH DATA, CONTACT, and HELP. A third bar features prominent buttons for GET VACCINATED, YOUR VACCINATION RECORDS, and MEASLES GUIDANCE. A main navigation bar lists categories: WHAT WE DO, YOUR HEALTH, MOST POPULAR, LOCATIONS, ABOUT NMHEALTH, and A TO Z. A breadcrumb trail indicates the current path: Home > Divisions > Epidemiology and Response > Health Emergency Management > Healthcare Preparedness and Response. On the left, a 'MENU' section lists 'Healthcare Preparedness and Response' (highlighted), 'Publications', and 'Resources'. The main content area is titled 'Healthcare Preparedness and Response' and includes an 'Overview' section with a yellow graphic and introductory text about the HP&R Program's history and collaborations.

NMHealth HELPLINE (1-833-796-8773) SIGN UP FOR E-NEWS!

NMHealth

HOME NEWSROOM PUBLICATIONS HEALTH DATA CONTACT HELP

GET VACCINATED YOUR VACCINATION RECORDS MEASLES GUIDANCE

WHAT WE DO YOUR HEALTH MOST POPULAR LOCATIONS ABOUT NMHEALTH A TO Z

Home > Divisions > Epidemiology and Response > Health Emergency Management > Healthcare Preparedness and Response

MENU

- Healthcare Preparedness and Response
- Publications
- Resources

### Healthcare Preparedness and Response

#### Overview

The Healthcare Preparedness and Response (HP&R) Program of the [Bureau of Health Emergency Management](#) for over 10 years growth over time. HP&R collaborates with many external partners.

# EMERGENCY PLANNING RESOURCES

## NM Bureau of Health Emergency Management

<https://www.nmhealth.org/about/erd/bhem/>

The screenshot shows the NMHealth website with a dark blue header. The NMHealth logo is on the left. Navigation links include HOME, NEWSROOM, PUBLICATIONS, HEALTH DATA, CONTACT, and HELP. Three prominent buttons are labeled GET VACCINATED, YOUR VACCINATION RECORDS, and MEASLES GUIDANCE. Below these are links for WHAT WE DO, YOUR HEALTH, MOST POPULAR, LOCATIONS, ABOUT NMHEALTH, and A TO Z. A breadcrumb trail at the bottom reads: Home » Divisions » Epidemiology and Response » Health Emergency Management. The main content area has a 'MENU' section with links to Health Emergency Management, Emergency Response Education, and Family Emergency. To the right, the heading 'Bureau of Health Emergency Management' is followed by 'New Mexico Health Alert Network (HAN) Advisories:'. The text below states: 'Register to receive HAN alerts as they are released by clicking here: [New Mexico Health Alert Network Registration/Access Portal](#)'. It concludes with 'Below is an archive of previous HAN advisories:'.

NMHealth

NMHEALTH HELPLINE (1-833-796-8773) SIGN UP FOR E-NEWS

HOME NEWSROOM PUBLICATIONS HEALTH DATA CONTACT HELP

GET VACCINATED YOUR VACCINATION RECORDS MEASLES GUIDANCE

WHAT WE DO YOUR HEALTH MOST POPULAR LOCATIONS ABOUT NMHEALTH A TO Z

Home » Divisions » Epidemiology and Response » Health Emergency Management

**MENU**

- Health Emergency Management
- Emergency Response Education
- Family Emergency

### Bureau of Health Emergency Management

#### New Mexico Health Alert Network (HAN) Advisories:

Register to receive HAN alerts as they are released by clicking here: [New Mexico Health Alert Network Registration/Access Portal](#)

Below is an archive of previous HAN advisories:

# EMERGENCY PLANNING RESOURCES

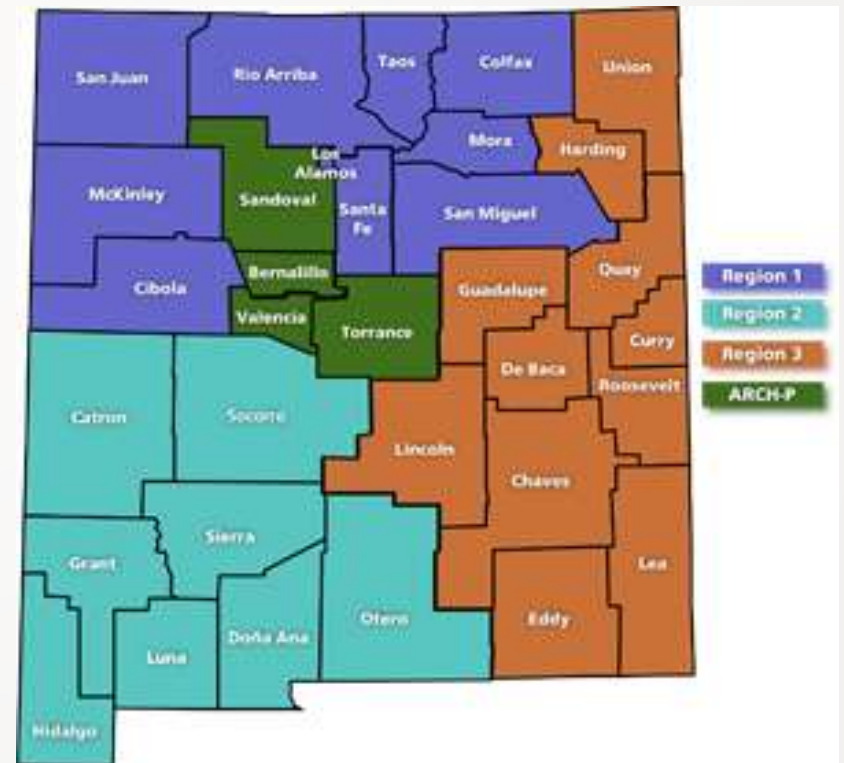
## New Mexico Health Care Coalitions

contact John Hodges at

[john.hodges@state.nm.us](mailto:john.hodges@state.nm.us) or

505-476-8282

for information



# EMERGENCY PLANNING RESOURCES

- Use other state's resources – just Google!
  - Minnesota -  
<https://www.health.state.mn.us/communities/ep/ltc/index.html>

# EMERGENCY PLANNING RESOURCES

Federal Emergency  
Management  
Agency (FEMA)  
[www.fema.gov](http://www.fema.gov)



## Home Fire Escape Plan

Create a home fire escape plan so everyone in your house knows what to do in case of a fire.

[Make an Escape Plan](#)



## Winter Weather

Know what to do before, during and after snowstorms and extreme cold.

[Get #WinterReady](#)



## Thunderstorms & Lightning

Lightning is a leading cause of injury and death from weather-related hazards.

[Get Thunder and Lightning Tips](#)



## Wildfires

If there is a wildfire in the area, be ready to evacuate on short notice.

[Get Wildfire Tips](#)



## Flooding

If you approach a flooded road or walkway, follow this rule: turn around, don't drown!

[Prepare for Flooding Now](#)



## Build a Kit

Make sure your emergency kit is stocked with the right items.

[Emergency Supply List](#)

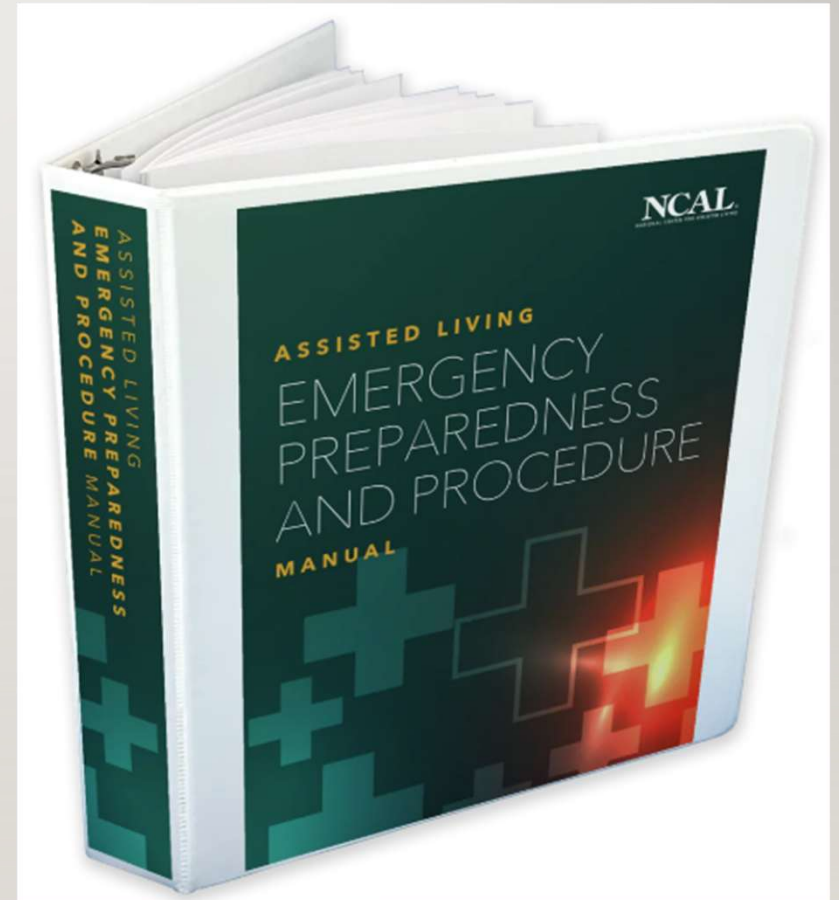


## EMERGENCY PLANNING RESOURCES

---

AHCA/NCAL Publications  
(aka Bookstore)

<https://ahcapublications.org/products/assisted-living-emergency-preparedness-and-procedure-manual>

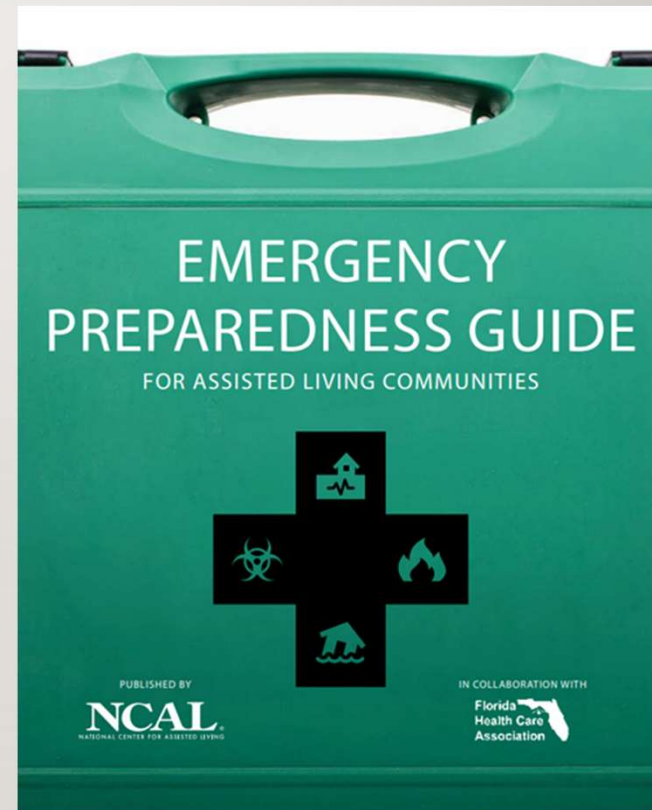


## EMERGENCY PLANNING RESOURCES

---

AHCA/NCAL Website

[www.ahcancal.org/Survey-Regulatory-Legal/Emergency-Preparedness](http://www.ahcancal.org/Survey-Regulatory-Legal/Emergency-Preparedness)



## IN SUMMARY

---

- Not everything needs to be done at once – start at the areas of biggest risk and involve your residents!
- We want safe buildings
- We want to minimize avoidable tragedies
- We want to be prepared for things that are predictable, even when the risk is slight
- We want to do the right thing

# IN SUMMARY

---

DON'T HAVE A PLAN LIKE THIS!



# Thank you!



**IMPROVING LIVES *by***  
**DELIVERING SOLUTIONS *for***  
**QUALITY CARE**

Jill Schewe

Director of Policy & Regulatory Affairs

[jschewe@ncal.org](mailto:jschewe@ncal.org)