

2025



## Long-Term Care Foundation

of Washington State

*a champion of the adult family home community*

# ANNUAL REPORT



[www.longtermcarefoundationwa.org](http://www.longtermcarefoundationwa.org)



[info@ltcfwa.org](mailto:info@ltcfwa.org)

# Our Why

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We believe that every adult family home deserves a **trusted partner to champion them** in their mission to provide quality care. We also believe that every provider and caregiver deserves to feel **valued, equipped, and supported in every stage of their professional development**. That is why the Long-Term Care Foundation exists: to **strengthen the long-term care workforce** and **support adult family homes through training, connection, and partnership**.



# Our Mission

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The mission of the Long-Term Care Foundation of Washington State is to offer **resources, support, and education** to the adult family home community in order to **create and sustain more caregivers** and **champion providers in their everyday efforts**.



*a champion of the adult family home community*



## A LETTER FROM OUR EXECUTIVE DIRECTOR & BOARD CHAIR

This year marks an extraordinary milestone—the five-year anniversary of the Long-Term Care Foundation (LTCF). We are incredibly proud to celebrate this moment with you! What began as a bold vision to support and strengthen Washington’s adult family home workforce has grown into a thriving organization rooted in service, equity, and connection.

FY25 has been a year of transformation. Some of our accomplishments include:

- Increasing the number of sponsored individuals accepted into the Adult Family Home Training Network by 27.1% to 4,190.
- Increasing the number of new long-term care workers in the Training Network certified as Home Care Aides (HCA) or Certified Nursing Assistants (CNA) by 89.4% to 671.
- We welcomed Doris Elkins full-time as our Director of Finance & Operations, a move that has already enhanced our capacity to grow with intention and sustainability.
- We published our first monthly caregiver wellness newsletter, *The Wellness Word*, offering resources and inspiration to those who dedicate their lives to caring for others.
- We also elevated two dedicated team members into new roles that reflect their expertise and our evolving mission. Jessica Claybrook is now our Provider Development & Outreach Specialist, focusing on mentoring new providers and expanding awareness of our programs across the state. Zenaida Almodovar has stepped into the role of Workforce Development & Digital Systems Manager, where she continues to deliver exceptional customer service in managing training network applications and leads our efforts in streamlining internal processes and improving our data collection systems.

As the new Executive Director for the LTCF, I am proud to be recognizing these exciting advances. It has been an honor to step into Bob Le Roy’s shoes as of the end of February and to have helped provide guidance to the Foundation in this new chapter. I would like to take a moment to honor our former Executive Director, Bob Le Roy. Bob’s visionary leadership laid the foundation upon which we continue to build. His commitment to integrity, inclusion, and thoughtful partnership helped shape the Foundation into a trusted resource for thousands of caregivers and providers. We wish him all the best in his well-deserved retirement and remain deeply grateful for the path he paved.

As Board Chair, I would like to add that we are indeed fortunate to have gained Karen Cordero as our new Executive Director and Doris Elkins as our new Director of Finance & Operations. Both Karen and I agree that as we look to the future, we remain grounded in our mission—to support adult family home providers and caregivers through training, connection, and partnership. With your continued collaboration, we are confident that the next five years will bring even greater impact.

*Karen Cordero*  
Executive Director

*Adina Angle, M.S.W.*  
Board Chair

## OUR BOARD OF DIRECTORS

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### **Adina Angle, M.S.W.**

Board Chair

### **Mulu Habtyimer**

Owner, I Am Home Adult Family Care

### **Jenna Hester**

Owner, Ellen House AFH

### **Elizabeth Jewett**

Administrator

### **Anderson Jolly**

Owner/Founder, Ready Meds Pharmacy

### **Gene Nassen**

Owner, Genteel Establishment

### **Elizabeth Page**

Executive Director, Sean Humphrey House

### **Mariana Pineda**

Resident Manager, Brooks Blessings AFHs

### **Laura Vaillancourt, LMHC, GMHS**

Licensed Mental Health Counselor

## OUR ADVISORY COUNCIL

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### **Alice Allen-Redfern, M.S.W., LSWAIC**

Co-Founder, The Brain and Memory Health Group

### **Claud Covaci**

CEO, Co-Founder, Synkwise

### **Amy Degon**

Community Relations Manager, MyMedSupplies

### **Amy Thomas**

Owner, Adult Family Home Solutions

### **Brad Forbes**

Director of Public Policy Alzheimer's Association

### **Patricia Hunter**

Washington State Long-Term Care Ombuds

### **Dr. Lama Sibai, PsyD**

Co-Founder, The Brain and Memory Health Group

### **Sarah Lane, HCA**

Owner/Instructor, S&H Training Center, Inc

### **Faduma Mursal, RN, BSN**

Director of Training, Washington Care Academy

### **David Rex**

Health and Medical Program,  
Community Colleges of Spokane

### **Laura Vaillancourt, LMHC, GMHS**

Licensed Mental Health Counselor

### **Robin VanHyning, MSN, RN**

CEO/Director of Training & Development,  
Cornerstone Healthcare Training Company, LLC





## OUR MILESTONES | 2020 - 2025

- Launched our Pilot Program (AFH Training Network)  
December 2020
- Recruited first caregiver for an AFH Training Network  
January 2021
- Created an Employee Handbook template, HR resources, and first webinar series (HR Best Practices)  
March 2021
- Established our Advisory Council  
February 2022
- Hosted our first in-person, annual statewide spring/summer conferences  
June 2023
- Launched our Care Navigation Program  
November 2023
- Launched our Language Access Support Program  
August 2024
- Accepted 3,635 sponsored individuals into the AFH Training Network and created 598 new certified long-term care workers (HCA + CNA)  
January 2025
- Welcomed Karen Cordero as the new Executive Director following Bob Le Roy's retirement  
February 2025
- Completed a successful month of hosting our 2025 Summer Conferences in Lakewood, Spokane, Vancouver, and Seattle  
June 2025
- Launched *The Wellness Word*, our new monthly newsletter focused on caregiver self-care  
July 2025

# COMMUNICATIONS & ENGAGEMENT

A Note From Our Communications & Marketing Manager:

We have reached the **first five years of the Long-Term Care Foundation** and we are celebrating all of the growth and community reach we have achieved! Starting this organization in 2020 proved to have more challenges than expected, but one of our proudest achievements is the steady growth of engagement we have reached since then. **Organic, intentional, and collaborative strategies** has been our intention in how we approach our marketing, knowing that **word-of-mouth and personal testimonies** are the most influential communication tools to share resources in the adult family home community.

Our goal for the upcoming year is to focus more heavily on our marketing efforts, since, surprisingly, there are still so many homes across the state that have not heard of us or the programs we offer. Nothing matters more to us than making sure **every single adult family home in Washington knows that we are here to champion them and their caregivers**, and we need your help! If you have worked with us, we would love to hear your personal story to share with others! If you have a story to share, please reach out to Jessica Griffin, our Communications & Marketing Manager, at [jessica@ltcfwa.org](mailto:jessica@ltcfwa.org). **Your stories are our greatest tool to help this community**, and we look forward to sharing so many more success stories this next year!

*Jessica Griffin*

Communications & Marketing Manager

[jessica@ltcfwa.org](mailto:jessica@ltcfwa.org)

## FY25 BY THE NUMBERS

**838 likes, 1,061 follows**

Facebook

**100 followers**

Instagram

**92 emails**

Email Campaigns

**36,480 views**

Website

**Stay Connected!**



@LTCFWA



@LTCFWA



[info@ltcfwa.org](mailto:info@ltcfwa.org)



[www.longtermcarefoundationwa.org](http://www.longtermcarefoundationwa.org)



# Our Team

Meet the staff of the Long-Term Care Foundation and learn their personal “why” behind what drives their passion to help adult family homes.



I believe that every caregiver and provider has the potential to make a lasting difference in the lives they touch. I am passionate about helping them feel truly valued and supported in the work they do every day. I have over 20 years' experience in long-term care; from being a direct caregiver to a Case Manager to supporting providers through advocacy and education with the Adult Family Home Council. In my current role with the Long-Term Care Foundation, my purpose is to be a catalyst for growth and connection, providing resources and guidance to build a thriving and compassionate long-term care community.

Karen Cordero, Executive Director

[karen@ltcfwa.org](mailto:karen@ltcfwa.org)



I believe that the work we do helps create a stronger, more knowledgeable, and more compassionate long-term care workforce. As a former caregiver, the passion I have always had for caring for others has turned into purpose as I am able to support those who dedicate themselves to caregiving. Using my firsthand knowledge of the challenges, sacrifices, and rewards of being a caregiver, I can now empower others by providing the tools, resources, and support they need to succeed in this field. Through our programs, we aren't just supporting individuals, but investing in them, while helping the vulnerable populations receive the quality care they deserve.

Shereice Brown, Director of Workforce Development

[shereice@ltcfwa.org](mailto:shereice@ltcfwa.org)



I believe caregivers – regardless of background or financial means – should have access to the knowledge and tools they need to succeed at no charge to the provider or caregiver. As Director of Finance & Operations, I am passionate about our AFH Training Network, which sponsors free education, allowing us to invest in the professional growth, confidence, and well-being of those who provide essential care to our most vulnerable populations. Our commitment to providing this support not only enhances quality of care delivered across the state, but also strengthens the caregiving workforce by removing barriers to training, promoting equity, and fostering long-term career development.

Doris Elkins, Director of Finance & Operations

[doris@ltcfwa.org](mailto:doris@ltcfwa.org)



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I believe in supporting providers through behind-the-scenes systems, resources, and guidance so they can focus more on providing quality care to their residents. As a former AFH owner, caring for the vulnerable adult population has always been my passion, and now I get to do the next best thing in helping to take care of those who care for them. My goal is to provide owners with the resources I wish I had when I ran my home, while empowering caregivers to not only provide the best care possible, but show them that it is possible to grow in this field and possibly open their own home one day. This is what makes my heart happy – when I see people with caring hearts succeed.

Zenaida Almodovar,

Workforce Development & Digital Systems Manager

[zenaida@ltcfwa.org](mailto:zenaida@ltcfwa.org)



I believe that the best way we can support the adult family home community is by spreading the word about our organization and the resources and support we offer. As someone who has worked with a number of non-profits, I have always been passionate about using my knowledge in digital marketing to help fill in the gaps for organizations when it comes to communications so that they can focus on what they set out to do – help others.

Jessica Griffin, Communications & Marketing Manager

[jessica@ltcfwa.org](mailto:jessica@ltcfwa.org)



I believe that AFH models do not receive the awareness they deserve. As an AFH owner, I am fueled by encouragement and collaboration and I connect deeply with fellow providers who chose this avenue of business based on their family values, servant leadership, and heart-centric focus. I have passion for helping fellow providers recognize their value and build awareness in establishing strong practices for their personal and professional success.

Jessica Claybrook,

Provider Development & Outreach Specialist

[jessica@ltcfwa.org](mailto:jessica@ltcfwa.org)

# Our Team

Meet the staff of the Long-Term Care Foundation and learn their personal “why” behind what drives their passion to help adult family homes.



I believe in uplifting individuals in our community by providing opportunities for education, career advancement, and resources for one of our most vulnerable populations. My mother has been a provider for over 20 years, allowing me the opportunity to see how special and selfless the adult family home community is. As Workforce Development Specialist, I am passionate about building relationships with providers, caregivers, and training instructors to provide a qualified work force and strong foundation for adult family homes. I look forward to continuing to support and advocate for the wonderful individuals in the adult family home community.

Tiffany Kalegi, Workforce Development Specialist

[tiffany@ltcfwa.org](mailto:tiffany@ltcfwa.org)



I believe in helping those who are passionate about caregiving become certified to make it their career and helping AFHs find and hire those caregivers. As someone who grew up being “the caretaker,” it is my passion to help people and knowing that this position allows me to do just that is so rewarding.

Cassheina Murray,  
Recruitment & Language Access Specialist

[cassheina@ltcfwa.org](mailto:cassheina@ltcfwa.org)

**Looking to get your caregiver HCA or CNA certified, but don't want to spend \$2,000-\$3,000?**

The Long-Term Care Foundation can cover the **FULL cost** of either certification process for **FREE!** From start to finish, **training and testing fees are covered** (as well as the cost of specialty trainings), and we will also give you, the provider, **a stipend of \$24/hour for all 75-125 hours that your caregiver is in training to reimburse you for their pay while they are getting certified.**

Learn more and apply to the Adult Family Home Training Network at:  
[www.longtermcarefoundationwa.org/training-network](http://www.longtermcarefoundationwa.org/training-network)

# THE ADULT FAMILY HOME TRAINING NETWORK

## A Note From Our Director of Workforce Development



This year, the Workforce Development team has reached new heights in supporting the adult family home community. Through the Training Network, **we continue to serve as a trusted resource for providers and caregivers across Washington State.**

The Training Network has made a **lasting impact** in helping homes, **recruit, train, and retain qualified long-term care workers.** Its reach and effectiveness grow each year, contributing to the overall quality and stability of adult family homes.

We strive to share our passion for this work in every interaction with a focus on **accessible service, strong partnerships, and responsive support.** Our team remains committed to **championing providers in their everyday efforts** to deliver **compassionate and high-quality care.**

*Shereice Brown*

Director of Workforce Development  
shereice@tcfwa.org

## BY THE NUMBERS

**5,119**

Individual trainings completed

**2,174**

Students who completed trainings

**4,190**

Total number of students accepted

**849**

Students with dropped trainings

**317**

Students achieving HCA certificates

**354**

Students achieving CNA Certificates

**1,018**

Eligible adult family homes in network



Check out our NEW monthly newsletter!

Read the full version on our website:  
[www.longtermcarefoundationwa.org/wellness-word](http://www.longtermcarefoundationwa.org/wellness-word)

# The Wellness Word

Monthly Newsletter



## National Wellness Month

August 2025

This month, and always, we're all about encouragement in dedicating time for your self-care. At its core, self-care focuses on getting enough quality sleep, eating a healthy diet, and moving our bodies. It's also important to care for our mental state by actively managing stress, practicing self-compassion, and engaging in mindfulness or meditation. Practicing self-care isn't a selfish indulgence, but rather a necessity for our well-being. It's even more important for caregivers, who must take care of themselves in order to take care of others.



*Jessica Claybrook*

Provider Development &  
Outreach Specialist  
[jessicac@ltcfwa.org](mailto:jessicac@ltcfwa.org)

Source:  
[www.webmdhealthservices.com](http://www.webmdhealthservices.com)

### Mental Health

Tip: Help your team find "Mindful Moments" whenever possible – download free apps like Headspace, Calm and Breathwrk (no, that is not a typo!). Provide meditation practices in as short as 2 minutes and positive affirmations for a daily dose of mindfulness!



### Nutritional Health

How can we nurture a wellness-focused environment in our homes? Offer water mix-ins, healthy whole snacks, and grab-n-go produce available for your team while working. Offer visuals somewhere in the AFH kitchen that provides a reminder of the percentages and suggestions on intake. Tip: Small oranges, apples, packs of mixed nuts and string cheeses. Make it fun with a little friendly competition – how about hosting a Hydration Challenge with your staff AND residents?



### Physical Health

Fact: "The American Heart Association recommends adults aim for at least 150 minutes of moderate-intensity aerobic activity, or 75 minutes of vigorous-intensity aerobic activity, per week, or a combination of both. They also recommend at least two days a week of muscle-strengthening activities."

Source:  
<https://www.heart.org/en/healthy-living/fitness/fitness-basics/aha-recs-for-physical-activity-in-adults>



### Financial Health

Fact: "Studies have suggested that financial worries and anxiety are negatively related to overall mental health and can trigger negative perceptions of individuals' own ability to manage money as well as decreased financial well-being. Notably, though, research reveals that those with health problems (e.g., cancer, mental disorder) might suffer more from medical expenditures, debt, and financial burdens, which could also worsen life quality."

Source:  
<https://pmc.ncbi.nlm.nih.gov/articles/PMC8806009/>





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Looking for **FREE** HCA, CNA,  
and **AFH Administrator Training?**

Apply to the **Adult Family Home  
Training Network** through the  
Long-Term Care Foundation!



All you need to apply is:

- ✓ A Medicaid contract
- ✓ One Medicaid resident
- ✓ Caregiver has worked in the home for 40 hours



Apply Today!



## Connect with Us



[info@lctcwa.org](mailto:info@lctcwa.org)



[www.longtermcarefoundationwa.org](http://www.longtermcarefoundationwa.org)



@LTCFWA



@LTCFWA

[www.longtermcarefoundationwa.org/training-network](http://www.longtermcarefoundationwa.org/training-network)