



ACHCA State of the Association Address

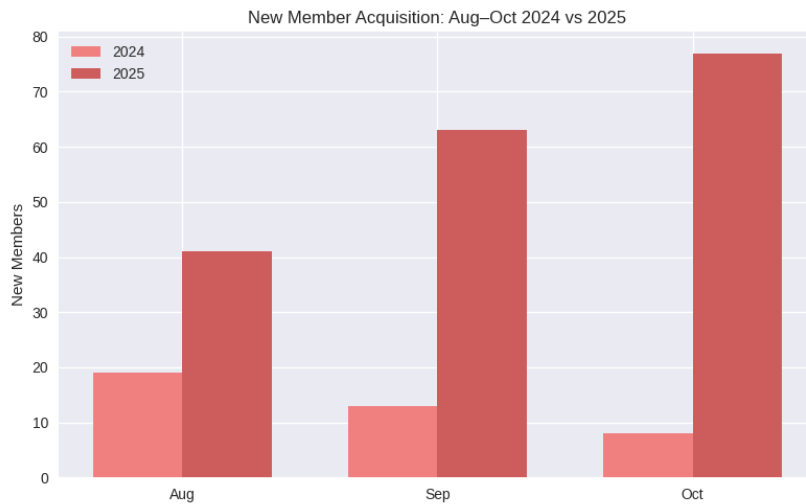
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The ACHCA State of the Association Address paints a picture of an organization that is stabilizing and regaining momentum. Governance has shifted toward system-driven processes, with clarified roles for officers and directors, strategic agendas focused on membership and finances, and a dashboard that tracks renewals, revenue, and financial health. This operational discipline ensures ACHCA is proactive rather than reactive.

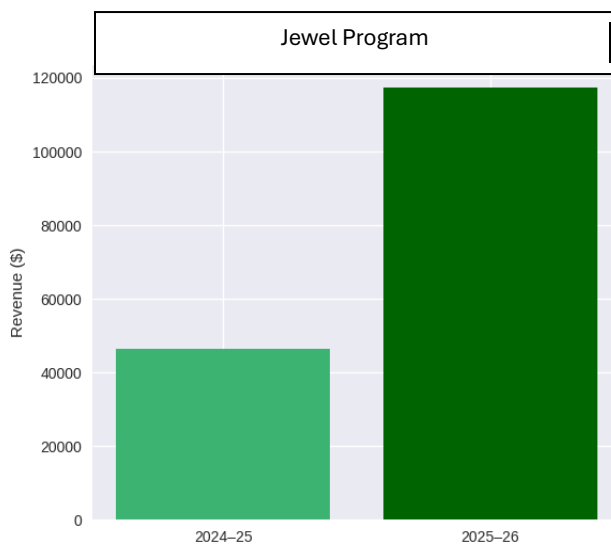
Membership trends are encouraging. Total membership rose from 1,364 in November 2024 to 1,414 in November 2025, a 3.7% increase. More importantly, after dipping to 1,244 in August 2025, membership rebounded by nearly 14% in just three months. The strongest gains came from AIT memberships, which more than doubled from 70 to 145, and student memberships, which grew 61% from 166 to 268. Professional group memberships also rose by 21%, while professional (traditional) memberships declined but remain a focus of re-engagement campaigns.





New member acquisition surged in late 2025 compared to the prior year. August saw 41 new members versus 19 in 2024, September jumped to 63 from 13, and October skyrocketed to 77 from just 8. These gains align with targeted initiatives such as re-engagement campaigns, member-get-a-member

drives, and the launch of a group membership task force. The data clearly shows that coordinated campaigns yield measurable results.



Financial health has improved significantly, driven by the Jewel Partner Program. Partnerships expanded from 13 to 24, with Emerald partners doubling from 8 to 16 and Ruby partners increasing from 5 to 7. Revenue grew from approximately \$46,500 to \$117,500, a 150% increase. This stabilizes ACHCA's finances by diversifying non-dues revenue and creating a vetted pool of mission-aligned partners who provide tools and support to members.

Advocacy remains a cornerstone of ACHCA's mission. The association has amplified the administrator's voice in national conversations on workforce, regulation, and leadership challenges. Toolkits, talking points, and grassroots engagement strategies are being deployed to strengthen relationships with legislators. Partnerships with organizations such as the Vision Centre, LeadingAge, PALTmed, NAB, and outreach to AHCA ensure that administrators' perspectives are represented in policy debates.

Looking ahead, ACHCA's strategic priorities for the next 12–24 months are clear. First, grow and deepen membership by retaining current members and expanding among administrators, assisted living, and home- and community-based services leaders. Second, build the leadership pipeline by strengthening university partnerships, mentoring programs, and early career roles, ensuring that student and AIT memberships are transformative rather than symbolic. Third, secure financial and operational resilience by expanding non-dues revenue, enforcing budget discipline, and investing in staff capacity and technology.

In conclusion, ACHCA is not yet where it wants to be, but compared to a year ago, membership is growing, partnerships are expanding, and finances are stabilizing. The association is building resilience and positioning itself as the professional home for administrators, with momentum that suggests a stronger future ahead.