

WACCRA Board Strategic Plan
Approved by the Board in September 2026

WACCRA

The Washington State Continuing Care Residents Association (WACCRA) is a voluntary non-profit 501(c)(4) organization that advocates for the interests of residents living in WA Continuing Care Retirement Communities (CCRCs) – sometimes called Life Plan Communities. Membership is open to residents living in one of the 23 CCRCs in Washington State that is registered with the Department of Social and Health Services (DSHS), their family members, or any other person with an interest in issues facing seniors. Although WACCRA has no legal authority over any CCRC registered with DSHS, it advocates and lobbies for a broad range of protections for senior citizens. WACCRA also collaborates with national, state, and regional organizations to promote best practices in senior living. Its actions and priorities are guided by its 2025 mission statement.

WACCRA Mission Statement (2025)

WACCRA works to foster vibrant CCRC communities characterized by mutually respectful and productive relationships between residents and management. WACCRA empowers residents so that their voices are included in their CCRC management's decision-making and policy implementation. WACCRA advocates for resident rights, financial transparency, and consumer protections – all strengthened by enforcement.

WACCRA Strategic Plan Preamble (2027-2029)

The Washington Continuing Care Residents Association (WACCRA) Strategic Plan outlines a 2-year roadmap for implementing specific roles, responsibilities, and accountabilities essential for providing continuity and sustainability of the WACCRA mission. This includes specific objectives and strategies outlined later in this document that will guide WACCRA efforts to:

- Stabilize the organization through clear articulation of the roles and responsibilities of this volunteer-driven organization.
- Expand our membership to better represent the diversity in mission, structure, and processes of CCRCs registered in the state of Washington through focused education and outreach.
- Maximize our impact through collaborative relationships with other national and state organizations advocating for seniors.
- Continue advocacy and legislative efforts to support new initiatives that address the expansion of CCRC residents' rights.

WACCRA Board Objectives for 2027-2029

Objective 1: Stabilize Leadership Roles and Committee Structure and Functions

Context/Rationale: The WACCRA bylaws were developed and approved in 2020 but do not include any definitions for leadership roles or committee responsibilities making it difficult to recruit for succession planning.

Strategy 1: Develop clear descriptions for executive team, board, committees, and liaison roles & responsibilities.

Strategy 2: Expand board membership through timely filling of vacancies to meet the maximum size of 11 as outlined in the bylaws.

Strategy 3: Develop and communicate opportunities for WACCRA members to accept time limited board, committee, and/or special task forces to consider more active involvement.

Strategy 4: Identify and develop any new committees and/or short-term task forces that may be needed to forward our mission.

Objective 2: Empower residents through increasing membership and active engagement through educational outreach

Context/Rationale: Overall membership numbers have decreased in the past year. As of June 2026, WACCRA has members living at only 12 of the 23 CCRCs that are registered by DSHS. In addition, there are WACCRA members living at other senior facilities or as interested family members. Decreased membership in general and absence of members in about half of all registered CCRCs weakens our funding base, human resources, and broad-based CCRC representation to accomplish WACCRA's goals.

Strategy 1: Expand resident membership through local activities and liaison outreach providing WACCRA background and current information.

Strategy 2: Consider revision of current committee structure to address membership and outreach efforts.

Strategy 3: Plan for mid-term and annual meetings for membership with recommendations from each WACCRA committee and liaisons.

Objective 3: Promote mutually respectful relationships between residents and management

Context/Rationale: WACCRA's ability to foster vibrant CCRC communities requires strategic collaborative efforts between residents and management locally as well as with state and national organizations that support seniors. These collaborative efforts include representation in local policy dialogue and through the legislative process as needed to promote best practices in senior living.

Strategy 1: Continue facilitation and participation in Resident Association Presidents' Roundtable meetings.

Strategy 2: Continue facilitation and participation of meetings of states having organizations like WACCRA (Multi-State group).

Strategy 3: Collaborate with the National Continuing Care Residents Association (NaCCRA), LeadingAge, Senior Lobby, Department of Social and Health Services (DSHS), Office of the Insurance Commissioner (OIC), the Attorney General's Office (AGO) and other organizations promoting best practices in senior living.

Strategy 4: Evaluate the advantages and disadvantages of WACCRA being a standing committee of Residents Associations to facilitate decision-making at individual CCRCs

Objective 4: Advocate for greater consumer protection and financial transparency

Context/Rationale: CCRCs require significant entry and monthly fees as significant resident financial investment in the retirement community. As such, residents must be acknowledged as critical stakeholders in CCRC success. While CCRC bankruptcies are infrequent occurrences, when they happen, it can be devastating for residents as unsecured creditors. Local efforts to enhance transparency and communication between residents and management must be encouraged and ongoing. However, the need for greater enforceable consumer protection through state regulation remains an important part of our mission.

Strategy 1: Endorse the 2026-2027 legislative agenda to empower the Legislative Committee in the coming year.

Strategy 2: Monitor the planning (2026) and implementation of CCRC Type A mandated actuarial reporting (2027) to the OIC as required by 2SHB 2384.

Strategy 3: Identify CCRCs with Type B contracts for possible future legislative action.

Strategy 4: Describe the role of individual CCRC Finance Committees and identify/disseminate best practices.