



## Not-for-Profits: There Is a Difference

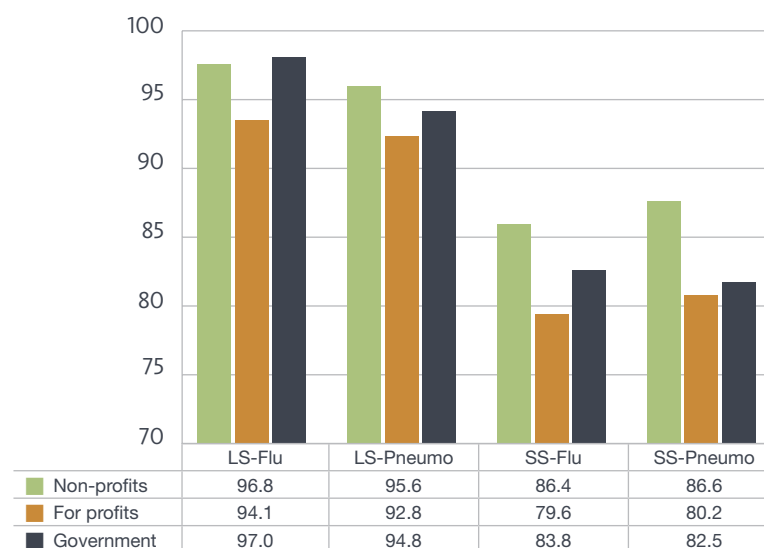
**LeadingAge** is the leader in joining providers, policymakers, researchers, advocates, regulators and consumers to develop policies and practices continue to make our field the center of innovative, quality housing and care for those who need it most in our society.

## Six Elements Numerous Examples

Setting the Standard  
Mission-Driven Values  
Accountability  
Quality  
Leadership  
Innovation

## One Clear Difference: People Before Profits

Nursing Home Vaccine Quality Measures



*Data source: Publicly reported Nursing Home Compare database downloaded on January 1, 2016 from <https://data.medicare.gov/>*

LeadingAge is an association of 6,000 not-for-profit organizations dedicated to making America a better place to grow old. Our members—not-for-profit providers of care and services—are leading the field with multi-specialty, interdisciplinary approaches to aging services representing the full continuum. As not-for-profits, they are driven by a higher moral purpose to help positively transform the field from the ground up. They strive to help older persons age safely in the place they call home with the most innovative care and services and, of course, with dignity.



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# Standing the Test of Time **AGING SERVICES** The Not-for- Profit Difference



# Not-for-Profits:

## Standing the Test of Time

“The good that men may do separately is small compared with what they may do collectively.”<sup>1</sup>

—Benjamin Franklin

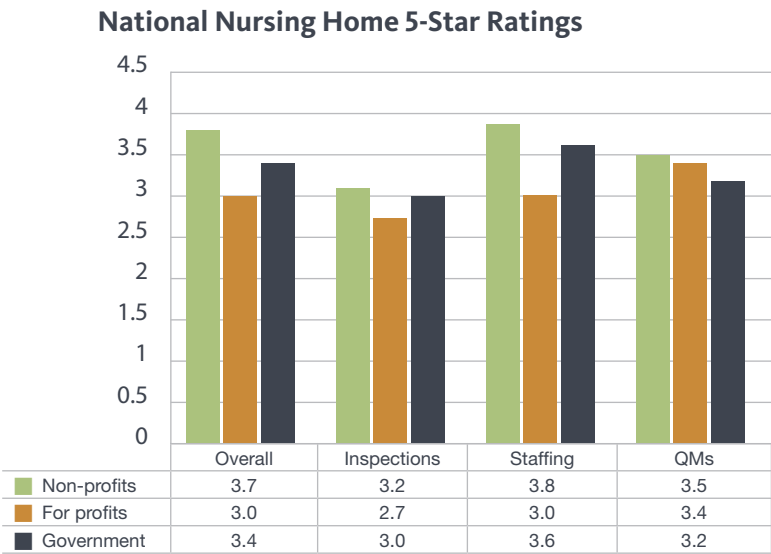
Benjamin Franklin penned these words in the 18th century, acknowledging the value of committed individuals coming together to solve shared concerns through collective action. Franklin’s Leather Apron Club was the vehicle for his philosophy to become practice — the first, “not-for-profit movement” in America.

Playing a crucial role in American society for more than 250 years has earned not-for-profit organizations the trust of their local communities and the respect of the entire nation. Telling the not-for-profit story continues, as modern-day scholars stress the importance of the not-for-profit sector in our democratic system.

“The role of not-for-profits, as one of three major institutions in America, is nothing less than to change lives.”<sup>2</sup>

—Peter Drucker

Peter Drucker, a leading management consultant, characterized not-for-profits as one of three major institutions in America, the others being government and business. His 1990 publication, *Managing the Not-for-Profit Organization*, suggests that government’s role is to protect and oversee and the role of business is to generate an economy.



**Data source:** Publicly reported Nursing Home Compare database downloaded on January 1, 2016 from <https://data.medicare.gov/>

<sup>1</sup> Isaacson, Walter. *Benjamin Franklin: An American Life*. New York: Simon and Shuster.

<sup>2</sup> Drucker, Peter. 1990. *Managing the Nonprofit Organization*. New York: Harper Collins.

## Setting the Standard

Our nation’s not-for-profit housing, community service and long-term care providers are on a mission. Their objective: to provide the highest quality and most compassionate care to those they serve. By continuing a tradition of mission-driven, consumer-centric management and competent, hands-on care, not-for-profits set the standard in housing, care and services for the most vulnerable Americans.

## Mission-Driven Values

Not-for-profit organizations manage their financial resources in accordance with their missions. Many of these housing and service providers were founded by faith-based and civic groups of rich tradition, and their long-standing values are continuously reflected in their governance and management. They are not driven by a daily pressure to increase their “bottom line” for owners, investors or shareholders. Quality, staffing and consumer satisfaction—not earnings —determine the success of a not-for-profit organization.

## Accountability

Not-for-profit organizations are accountable to voluntary boards of directors, who donate their time and talent to ensure that ethical management, financial integrity and quality services are maintained. Not-for-profit finances are always open for public inspection; with such information readily available on the Internet, the information is literally at our fingertips. Not-for-profits have a responsibility to be active, contributing members of their localities.



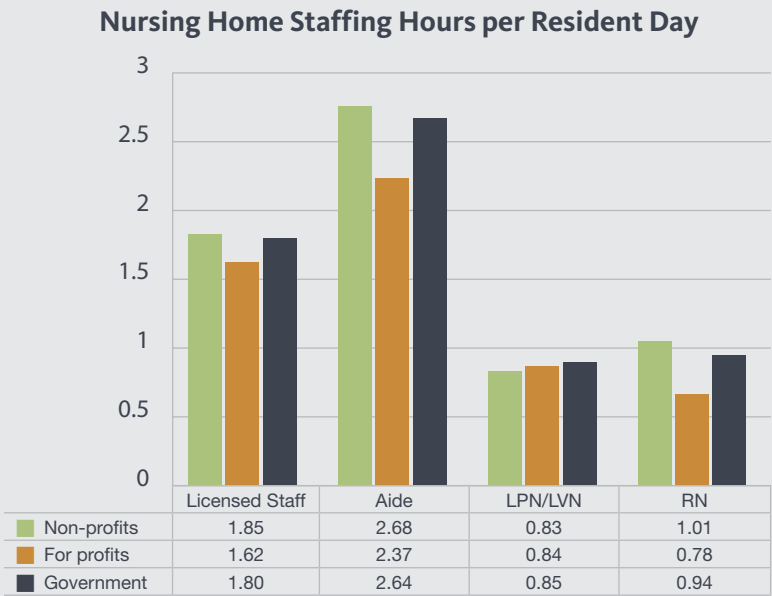
## Quality

Not-for-profit providers have a longstanding tradition of leading with quality. Advancing Excellence and a robust number of Quality resources on the LeadingAge website ([www.leadingage.org/Thrive](http://www.leadingage.org/Thrive)) help providers to reinforce that tradition with a commitment to maximize quality of care and quality of life for older adults.

## Leadership and Innovation

Not-for-profit organizations routinely budget their resources to streamline, update and enhance their housing, health care and services to meet the evolving needs and wants of consumers. Initiatives of change, encompassing philosophies and practices of person-centered care, deinstitutionalization, healthy work environments and empowered staff are also growing.

America’s future is filled with older faces. By 2020, one in six Americans will be age 65 or older. LeadingAge and its members are working today to ensure that housing, community services and long-term health care services not only meet the needs of tomorrow’s elderly and disabled Americans, but exceed their expectations.



**Data source:** Publicly reported Nursing Home Compare database downloaded on January 1, 2016 from <https://data.medicare.gov/>