

# Annual Report 2017

Association of Safe Patient Handling Professionals



**OUR MISSION: To improve the safety of caregivers and their patients by advancing the science and practice of safe patient handling and mobility.**

# Foreword

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A warm welcome from our President, Renee Kielich



“The ASPHP, now going into its’ 8th year maintains the core mission of advocating safe mobility practices for healthcare workers and the patients they serve. Our role as members of this organization is to continue this advocacy and mission to better the lives of all involved and each of us has a responsibility to further our mission. Through our efforts of research, awareness and education around the science and practice of SPHM, we can make a difference! Let’s begin by celebrating the SPHM Awareness Week (week of April 16th) as proclaimed by the Mayor of Orlando, Buddy Dyer!”

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# Placing the future of our organization into the hands of our volunteers will inspire unprecedented engagement.

This year will introduce new and exciting opportunities in the arena of safe patient handling for the Association of Safe Patient Handling Professionals.

Innovation is driving transformative changes in equipment for safe patient handling. In addition, Patient demands for new experiences are creating a paradigm shift from "What do patients need?" to "How do we involve patients in their health decisions?"

The Association of Safe Patient Handling Professionals is driving policy, standards, and research that is resulting in safer mobility efforts to reduce injuries such as those that cause musculoskeletal disorders.

Our ability to continually decrease the number of overexertion injuries will require change. Healthcare professionals will need additional education. Processes will require the adoption of modern methods and techniques.

And, lastly, we will need to embrace the technologies of safe patient handling to achieve an injury-free healthcare workforce.

The recent year has reminded me of why the Association of Safe Patient Handling Professionals is so impactful—its amazing volunteers.

The passion and commitment from our members are truly astonishing. Let's capture this energy and positively impact the lives of patients and healthcare professionals!

To every member, friend, colleague and those curious individuals who contributed to events, research, and discussions, I offer a heartfelt thank you.

Together we are the voice of the Association of Safe Patient Handling Professionals, and together we will change the world!

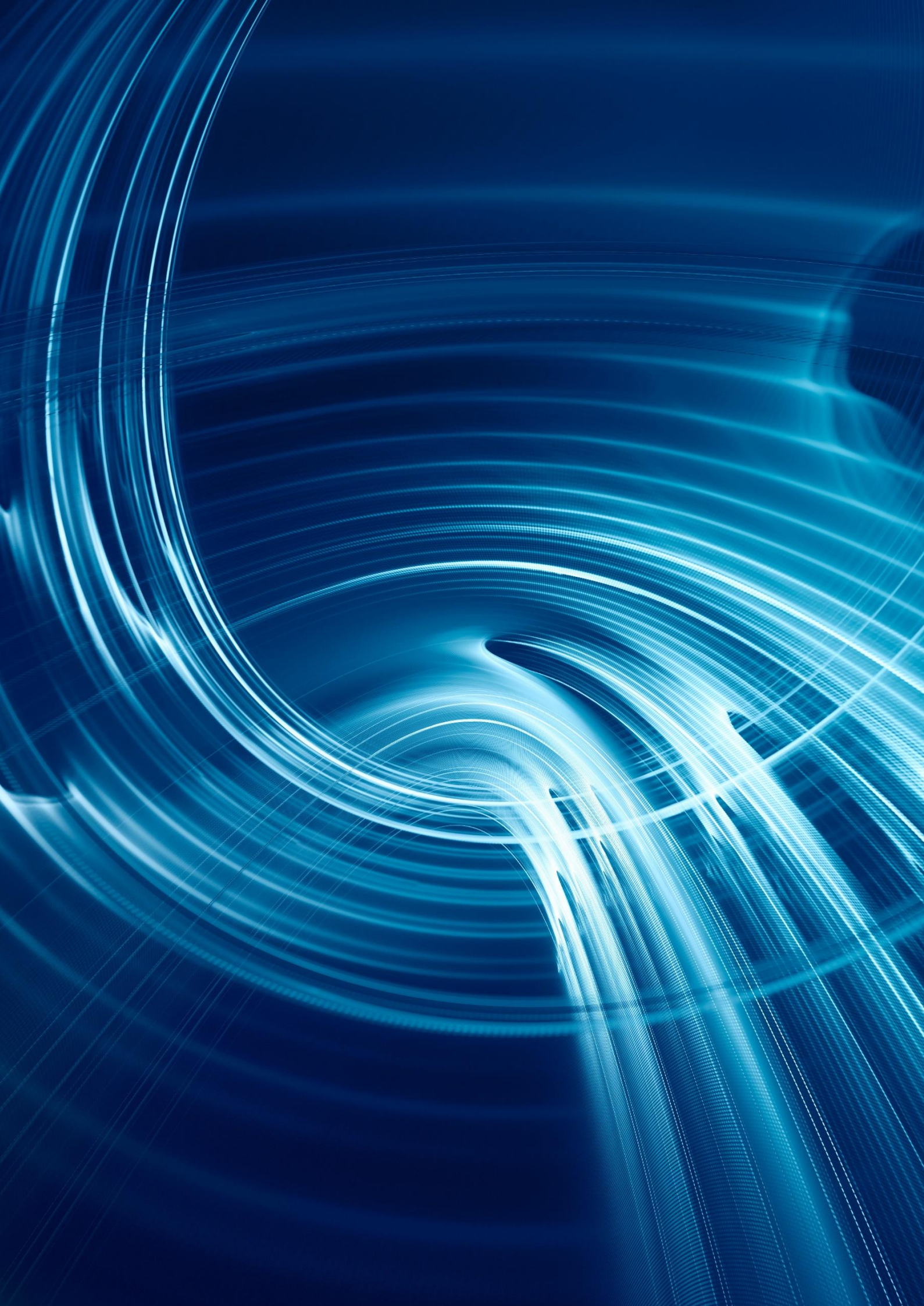


Annie Wiest  
Executive Director

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# Our strategy

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Our mission is to improve the safety of caregivers and their patients by advancing the science and practice of safe patient handling and mobility.

FOR 2017, WE FOCUSED ON FIVE STRATEGIC INITIATIVES.

## Strategic initiative one

**Membership:** Building robust benefits such as increased ability to access webinars and other professional opportunities to enhance our members' professional status.

## Strategic initiative two

**Education:** Supporting a growing certification program and offering members exclusive access to education and services to improve their knowledge.

## Strategic initiative three

**Financial:** Ensuring fiscal responsibility is essential in the process of evolving into a world-class organization. Our organization has proper reserves to withstand turbulent times. This is our collective responsibility.

## Strategic initiative four

**Innovation:** Unleashing the innovation potential of our membership to harness the gig economy to maximize membership growth. We are leveraging innovation as a true competitive advantage.

## Strategic initiative five

**Collaboration:** Working with leaders inside and outside of our organization to open new opportunities.

We have renewed our strategic vision to refresh our website through enhanced guest columns, news, membership spotlights, legislation updates, and more. Delivering relevant information is critical for ensuring membership value in 2018.

We also continue our fiscal focus on financial sustainability and independence.

This was represented in our Statement of Intent for January 1 to December 31, 2017. To achieve our mission, the Association of Safe Patient Handling Professionals will focus our energy on:

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**Delivering** innovative services to members

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**Energizing** our certification program

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**Growing** new capabilities for growth alignment

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We will continue to work in close partnership with allied organizations to improve the industry of safe patient handling professionals. Together, we will develop a unified process to capture, enhance, and maximize membership opportunities, offering fresh options to our members and vendor partners.

## What we delivered

# Strategic initiative one

**BUILDING ROBUST MEMBERSHIP SUCH AS INCREASING MEMBERS' ABILITY TO ACCESS WEBINARS AND OTHER PROFESSIONAL OPPORTUNITIES TO ENHANCE THEIR PROFESSIONAL KNOWLEDGE.**

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**Reaching out to members is vital for our continued growth. New methods of engagement are necessary to encourage members to take an active role in driving our collective success.**

In an effort to expand our organization and extend our reach, we tapped into our most valuable resource, our dedicated members.

With the unwavering support of volunteers, the Association of Safe Patient Handling Professionals has established a Marketing Committee.

The Marketing Committee initiated a membership survey to use as input as we develop a comprehensive strategic plan.

The survey will help amplify the voices of our members to validate that the organizational strategic plan represents their values and beliefs.

With the goal of becoming the leading organization for safe patient handling professionals, we have our work cut out for us.

Marketing and membership awareness is a key objective of the organization. Education expands who we can interact with, engage, and influence.

A website is a general place for engagement and learning. To this end, we have chosen to dedicate our efforts to refresh the website and make it more contextually relevant for members.

Newsletters help members stay informed and connected. Legislative updates address time-sensitive initiatives that impact our business. The Member Spotlights section of the newsletter highlights information our members need to know. Safe Patient Handling Member Advocacy dedicates time to acknowledge where our members are making the most impact.

This dynamic member newsletter—the equivalent of attending a conference—is keeping members connected with safe patient handling including staying abreast of key topics and trends.

A primary focus of the Association of Safe Patient Handling Professionals is providing value. Our members have told us the monthly newsletter does just that!

Our strong advocates in the legislature continue to offer support and provide a wealth of support during a politically sensitive climate.

The 2017 Membership Meeting had robust attendance, a direct tribute to the members who got the word out and helped to drive up turnout.

The Board of Directors continues to receive impressive candidates interested to fill strategic board roles. Our new volunteers are an impressive bunch. Thank you from all of us for everyone who participated in the 2017 and 2018 elections.

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### **Membership skills and capability development**

During the second half of 2017, we began to build business capabilities and the confidence to innovate. These capabilities include:

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Trusted Authority	Our professional conferences continue to attract the best and brightest in the industry. These events provide an amazing forum for our members to share current experiences and build new ones.
Marketing Lean	The Marketing Committee was founded to extend outreach and promote the profession. Marketing has always been a core necessity for any growing business. However, we have an opportunity to be creative and fiscally responsible in our efforts.
Alliances	Strategic alliances are an excellent method to build deeper relationships with organizations that share the same values as the Association of Safe Patient Handling Professionals. Recently, we established a Memorandum of Understanding with the Academy of Medical-Surgical Nurses that focuses on shared education and convention sessions between our two organizations.
New Digital Channels	The website, <a href="http://www.asphp.org">www.asphp.org</a> , will shoulder a larger role throughout 2018. For example, we've added a safe patient handling membership equipment and consultant services resource page.
Innovative	Recently, the Association of Safe Patient Handling Professionals announced a new certification. The Certified Safe Patient Handling Clinician (CSPHC) designation provides recognition for licensed caregivers. Our members know that expanded expertise is required for success in tomorrow's world.
Agile Decisions	Change is required for growth. New membership offerings were more apparent in 2017. Kamo Management Services continually streamlines existing processes for improved member satisfaction.
Linking to Metrics	Our annual report is a key measure to communicate to members the value that the Association of Safe Patient Handling Professionals provides. Using a number of measures—mission, vision, goals, strategies, and tactics/activities—ensures our organization pivots and reaches unprecedented growth. A steady focus, on total membership and potential organizational challenges, keeps us vigilant.

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## A Prosperous Discipline

A recent study published in the *Journal of Occupational & Environmental Medicine* found that lifting and exertion injuries decreased after the implementation of integrated, hospital-wide, safe patient handling and mobilization programs. Year-over-year, safe patient handling and mobilization initiatives reduce recordable worker injuries as a result of improved work practices.

A systems approach to integrating practices into the patient's plan for care is essential. Additionally, the variability in patient care settings and a wide range of patient handling tasks present new challenges. These challenges surface when evaluating safe patient handling and mobilization programs across care providers.

Equally as important as investing in equipment is investing in the human capital that maintains patient safety—healthcare professionals. Education for caregivers in the form of educational credits and clinical ladder programs is effective. It's also important to not forget the growing investment required for provider health and safety professionals in maintaining a viable workforce.

# Strategic initiative two

**SUPPORTING A GROWING CERTIFICATION PROGRAM AND OFFERING MEMBERS EXCLUSIVE ACCESS TO EDUCATION AND SERVICES TO IMPROVE THEIR KNOWLEDGE.**

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**National Public Radio reported that adults over 65 would outnumber children for the first time in US history by the year 2035. Policies and standards must support growth.**

The Association of Safe Patient Handling Professionals is providing opportunities for members of the network and is credentialing Safe Patient Handling and Mobility (SPHM) practitioners.

Successful credentialed professionals are leaders who initiate and maintain successful programs, reducing caregiver injuries and lowering costs.

The certificate program offers SPHM professionals the recognition they deserve. Certification validates the specialized knowledge and skills required to ensure the success of safe patient handling and mobility programs.

We promote the profession through collaborations with government agencies, alliance organizations, and other important groups. These alliances emphasize the value of safe patient handling safety through education and awareness.

The Association of Safe Patient Handling Professionals is proud to announce the release of a new designation. The Certified Safe Patient Handling Clinician (CSPHC) designation provides recognition for licensed caregivers coordinating or supporting SPHM practices "at the bedside" for their organization.

Licensed professionals such as RNs, OTs, PTs, PAs, and others seeking distinction for their SPHM expertise may be interested in pursuing this credential.

Our certification team hosted webinars to promote awareness of the new CSPHC credential. The webinar highlighted:

1. Credential requirements and the three levels of certification.
2. Clarification of criteria, qualifications, and documentation.
3. Application submission process.

Additional information can be found on our website at [www.asphp.org/certification/](http://www.asphp.org/certification/).



## Earning Industry Respect

The tremendous growth in credentialing in 2016 prompted the Association of Safe Patient Handling to recognize the critical nature of the certification program to our organization. As a result, we transitioned the certification program exam site from a third-party vendor to a member-owned platform.

Kamo Management Services was instrumental in planning, executing, and managing the complex transition to a member-owned platform.

The achievement of earning a credential is a huge accomplishment for both our members and the provider organizations they support.

Equally important is encouraging our members to maintain an active credential. On occasion, members' credentials will lapse. We do our best to inform members when their credential is at risk of lapsing.

We are extremely proud of our growing credentialed membership.

# Strategic initiative three

**FISCAL RESPONSIBILITY IS ESSENTIAL IN THE PROCESS OF EVOLVING INTO A WORLD-CLASS ORGANIZATION. ENSURING THAT OUR ORGANIZATION HAS PROPER RESERVES TO WITHSTAND TURBULENT TIMES IS OUR COLLECTIVE RESPONSIBILITY.**

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**Over the last year, we took direct measures to review and manage the membership financial pipeline.**

Financial responsibility is paramount to achieve sustained financial stability. The board made membership retention a priority in 2017.

The Association of Safe Patient Handling Professionals had challenged membership growth through 2017.

Our drive increased growth led to a two-pronged approach for continued growth. First, we focused on existing members and ensured they had the educational and informational services available to maximize their membership value. Second, we directed attention at potential members. These efforts concentrated on new member engagement.

From the regional networking events in Omaha, Nebraska in June 2017 to the La Crosse, Wisconsin event in October 2017, we discovered that members are reaching out and looking for professional opportunities to share knowledge and insights.

Corporate sponsors are discovering new benefits at networking events and conferences.

Fiscal responsibility will have a direct impact on the effectiveness of our organization as we evolve from a national leader to a global leader. By making fiscally responsible decisions today, we solidify our future as an emerging and innovative organization capable of sustained growth.

We want to thank the corporate sponsors who hold values similar to ours and proved their commitment to safe patient handling in 2017.

Immediate access to webinars, educational materials, and a growing network of safe patient handling professionals is the main reason corporate sponsors find increasing value in participation at regional and national events.

Some of the projects we have kicked off include:

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The implementation of a membership dues payment method to ensure membership dues leakage as a result of non-payment for services provided. The membership dues recovery income will be reinvested in member facing services.

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Lean process improvements to cleanse the membership database to identify potential and lapsed members.

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Review and audit of the member status and payment process.



## Stretch for Success

Enrolling in a professional organization is extremely rewarding. As a member, you undoubtedly want to meet new members and seek out professional opportunities.

Additionally, being a volunteer board member has increased rewards. Our board of directors has the privilege of volunteering and representing the values of our members.

The goal of each board member is to ensure that our members receive the most value for their membership. A large part of this value is a fiscal responsibility to invest in services and interactions that maximize membership value. Spending wisely is the duty of every volunteer and every member.

We have a huge opportunity in 2018 to grow our program service revenue. Intelligent conference planning will drive the bulk of that revenue. However, regional and national networking events remain a huge untapped area for revenue growth.

Join us in making 2018 the base year for financial stability for the Association of Safe Patient Handling Professionals.

# Strategic initiative four

## UNLEASHING THE INNOVATION POTENTIAL FOR OUR MEMBERSHIP TO TO MAXIMIZE MEMBERSHIP GROWTH.

**Progressive research, workshops, and conferences keep our members at the cutting edge of innovation in an industry that affects the lives of patients every day.**

We're proud that 2017 was another year of firsts.

The Association of Safe Patient Handling Professionals and the Academy of Medical-Surgical Nurses have joined forces to offer shared education and convention sessions. Our mutual memorandum of understanding intends to increase collaboration, mutual recognition, and establish shared approaches for safe patient handling activities common to both organizations.

The Academy of Medical-Surgical Nurses (AMSN) is the only specialty nursing organization dedicated to the practice of medical-surgical nursing. The academy is a dedicated community of over 10,000 medical-surgical nurses who care about improving patient care, developing personally and professionally, advocating for the specialty of medical-surgical nursing, and connecting with others who share their compassion and commitment.

This alliance formalizes the trust and respect between our organizations to extend courtesies and cement reciprocal arrangements between our teams.

The Association of Safe Patient Handling Professionals has also committed to providing support to the National Academy of Medicine Action Collaborative on Clinical Well-Being and Resilience.

The Clinician Well-Being Knowledge Hub was recently released as a result of this Action Collaborative. This knowledge hub is a comprehensive resource repository for those seeking to promote clinician well-being at their organizations and in their personal lives.

The high-quality content of the National Academy of Medicine Action Collaborative on Clinical Well-Being and Resilience generated strong interest at the Association of Safe Patient Handling Professionals.

Powerful webinars such as *Clinician Well-Being and Resilience Webinar: Presentation of Resources and Online Repository* and *Establishing Clinician Well-Being as a National Priority* provide members timely information on important clinician well-being topics.

We are committed to providing support to the National Academy of Medicine Action Collaborative on Clinical Well-Being and Resilience in their efforts to reverse clinician (caregiver) burnout and promote well-being.

We are confident that, by working together, we can affect change including supporting impactful legislation and the creation of standards for best practices.

Committing to alliances such as the Academy of Medical-Surgical Nurses and the National Academy of Medicine Action Collaborative on Clinical Well-Being and Resilience establishes the Association of Safe Patient Handling Professionals firmly as a leader in patient and healthcare professional health.



# Innovation Ignites Curiosity

The Association of Safe Patient Handling Professionals continues to push the innovation envelope to offer our members the best knowledge available to the industry.

The introduction of the Certified Safe Patient Handling Clinician (CSPHC) certificate is another flagship experience first offered to our members and close colleagues. Providers know all too well that members of the Association of Safe Patient Handling Professions are keenly in tune with the movers and shakers of our business. Specifically, our members embrace education increasing their value to patients and the providers they enable

Unified as colleagues, members, and volunteers, we have the passion, dedication, and vision to build the Association of Safe Patient Handling Professionals as an organization in which to share ideas, support research, and advocate for sound regulatory activity that improves and promotes a safer working environment for all caregivers.

The vision of patient mobility and care is changing as innovations emerge and disrupt a dynamically evolving industry. The Association of Safe Patient Handling Professionals is the one-stop organization for all your safe patient handling needs. Check out [www.asphp.org](http://www.asphp.org) for more information.

We are the voice of safe patient handling professionals!

# Strategic initiative five

**WORKING TOGETHER WITH LEADERS BOTH INSIDE AND OUTSIDE OUR ORGANIZATION WILL OPEN NEW OPPORTUNITIES.**

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**Together, we go farther. Growing our organization requires unconventional thinking. We must engage, align, and connect with organizations with similar values. Growth requires collaboration and new ideas.**

Dedication to our collaborative efforts ensures that members receive the most valuable benefits from resources both inside and outside our organization.

Throughout 2017, we searched and uncovered opportunities to share knowledge with organizations that will benefit our membership. These strategic decisions are not taken lightly but rather are deliberate actions to expand the wealth of educational information accessible to our members.

We continue to advance the profession by offering many innovative professional leadership development and networking opportunities. We are dedicated to protecting the profession by advocating for legislation, regulations, and public policy that positively impact safe patient handling professionals.

Our passion for engaging our membership and promoting the profession emphasizes the value of safe patient handling safety.

Each member has the potential to identify new collaborations, partnerships, and alliances to advance the Association of Safe Patient Handling Professionals. This includes identifying colleagues that could benefit from our organization, recognizing organizations that share similar values for the advancement of safe patient handling, and championing our mission to build the association to address the needs of safe patient handling professionals.

Powerful events like the *It Takes a Village Workshop* inspire action. This event was an overwhelming success, and Glendale, Arizona was a great location. The event committee will conduct a *lessons learned* session to increase the value and streamline material provisioned for future events.

In 2018, our team will advance and look for new member opportunities to engage everything from outreach to education to events.

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Sharing our knowledge will be a primary catalyst as we look for new members and embrace the dedicated members we have today.

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Collaboration and growth through alignment of organizations with similar strategic interests will continue to be a priority into 2018.

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Growing tomorrow's successes will be built upon the foundation of strategic alliances and collaborations we initiate today.

Share. Collaborate. Grow. Together we are stronger.





# The Collaborative Future

Our success tomorrow and for years to come will require new thinking, new ideas, and new relationships.

Progressive growth of ideas stems from a diversity of thinking. Diversity requires a wide range of backgrounds from which to generate new and intriguing ideas for growth. Our approach is to incrementally expand using collaborations as a method to generate waves of new interest in the Association of Safe Patient Handling Professionals.

The graying of America as baby boomers age will result in dramatic shifts in the country's demographics. These changes will have a dramatic effect on safe patient handling professionals. As the population ages, we will experience an increased demand for an awareness of patient safety and mobility. This heightened visibility of aging friends and loved ones will push patient safety to the top of the list of urgent issues requiring legislative action.

In addition to corporate and professional collaborations, we actively explore opportunities to contribute to academic journals and the development of national standards that promote change at the state and federal levels.

Education and awareness continue to be strong grounds for grassroots advocacy and remain a stable platform for encouraging evidence-based interventions to promote safe patient handling.



# Governance

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## **The Association's Board provides the authority and oversight for governance and the rules guiding our association.**

All decisions relating to the operation of the Association of Safe Patient Handling Professionals are made by, or are under the authority of, the Board in accordance with the by-laws, policies, procedures, and guidelines.

The Board's members during the 2017 year who held officer roles were Renee Kielich, serving as President; Patti Wawzyniecki, serving as Vice President; and Kelsey L. McCoskey, serving as Secretary and Treasurer.

Annie Wiest held the office of Executive Director.

A heartfelt thank you to our Board of Directors and every volunteer who contributed their valuable time throughout the year.

There are three, primary Board governance controls:

### **Executive**

The executive committee helps provide board level visibility to issues that are financial in nature and require executive oversight and supervision. This committee also assists the Board in fulfilling its responsibilities for the oversight of the internal control of compliance-related initiatives and ensures the association acts in accordance with applicable compliance, internal reporting, external audit, and oversight policies established by the Board. This committee also provides financial oversight and recommendations on policies, procedures, and guidelines to align with local, state and federal general accounting and financial management practices.

### **Elections, Appointments, and Remuneration**

This Nomination Committee oversees and recommends to the Board all matters regarding the effective management of the appointment and remuneration of the voting Board positions and associative appointments.

### **Governance**

The Governance Committee is accountable for the health and functioning of the Board. It recruits new members, conducts orientation, produces Board materials, and evaluates the performance of the Board itself. This committee is responsible for ensuring the effectiveness of the current Board and for recruiting tomorrow's leaders.

## Board Members 2017 - 2018

Renee Kielich (President)	Susan Gallagher (Board Member)
Patti Wawzyniecki (Vice President)	Edward Hall (Board Member)
Kelsey L. McCoskey (Secretary and Treasurer)	Valerie Kelleher (Board Member)
Annie Wiest (Executive Director)	Dee Kumpar (Board Member)
Colin Brigham (Board Member)	Mary W. Matz (Board Member)
Scott Cormier (Board Member)	Vicky Missar (Board Member)
Beth Furlong (Board Member)	Robert Williamson (Board Member)

## Association Advisors

Members	Role	Organization
Guy Fragala	Senior Advisor	Ergonomics Patient Safety Center of Inquiry
Arun Garg	Director, Center for Ergonomics	University of Wisconsin-Milwaukee
Barbara Silverstein	Research Director	SHARP

# Statement of Responsibility

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**The Association of Safe Patient Handling Professionals is responsible for the preparation of the financial statements and the report on the consolidated Statement of Performance Expectations for the period January 1, 2017 to December 31, 2017 and the judgments used in them.**

The Board is also responsible for establishing and maintaining a system of internal controls designed to provide reasonable assurance of the integrity and reliability of financial reporting. In the opinion of the Board, the financial statements and report on the Statement of Performance Expectations for the period from January 1, 2017 to December 31, 2017 fairly reflect the financial position and operations of the Association of Safe Patient Handling Professionals.



Annie Wiest  
Executive Director



Renee Kielich  
President

# Financial statements

## ASSOCIATION OF SAFE PATIENT HANDLING PROFESSIONALS STATEMENT OF ACTIVITIES

FOR THE YEAR ENDED DECEMBER 31, 2017

		FY 2017	FY 2016
		Unrestricted	Unrestricted
<b>Changes in Unrestricted Net Assets:</b>			
Revenues and Gains:			
Public Contributions (net)	1	28,000	72,445
Program Service Revenue	2	88,716	65,278
Investment Income	3	-	-
Net Assets Released from Restrictions		-	-
<b>Total Revenues, Gains, and Other Support</b>		<b>116,716</b>	<b>137,723</b>
Expenses and Losses:			
Program Services	4	56,765	36,928
General Administration	5	79,487	86,672
Fundraising		-	-
<b>Total Expenses and Losses</b>		<b>136,253</b>	<b>123,600</b>
<b>Increase in Net Assets</b>		<b>(19,537)</b>	<b>14,123</b>
Net Assets at Beginning of Year		74,736	60,613
Net Assets at End of Year		55,199	74,736

EXPLANATIONS OF FINANCIALS AND VARIANCES AGAINST BUDGET ARE PROVIDED IN NOTE 6.  
THE ACCOMPANYING NOTES FORM AN INTEGRAL PART OF THESE FINANCIAL STATEMENTS.

# Financial statements

## ASSOCIATION OF SAFE PATIENT HANDLING PROFESSIONALS STATEMENT OF FINANCIAL CONDITION

FOR THE YEAR ENDED DECEMBER 31, 2017

	Notes	FY 2017	FY 2016
<b>Assets</b>			
Cash		55,199	74,736
Pledges Receivable (net)		-	-
Investments		-	-
Prepaid Expenses		-	-
Fixed Assets (net)		-	-
Total Assets		55,199	74,736
<b>Liabilities and Net Assets</b>			
<b>Liabilities</b>			
Accounts Payable		-	-
Grants Payable		-	-
Refundable Advances		-	-
Long-Term Debt		-	-
Total Liabilities		-	-
<b>Net Assets</b>			
Unrestricted	6	55,199	74,736
Temporarily Restricted		-	-
Permanently Restricted		-	-
Total Net Assets		55,199	74,736
Total Liabilities and Net Assets		55,199	74,736

EXPLANATIONS OF FINANCIALS AND VARIANCES AGAINST BUDGET ARE PROVIDED IN NOTE 6.  
THE ACCOMPANYING NOTES FORM AN INTEGRAL PART OF THESE FINANCIAL STATEMENTS.

# Notes to the financial statements

FOR THE YEAR ENDED DECEMBER 31, 2017

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## 1. PUBLIC CONTRIBUTIONS

Primarily comprised of corporate sponsorships. Contributions are recorded at their fair market value. For the purpose of this report, all contributions were received for the period ending December 31, 2017, in cash.

## 2. PROGRAM SERVICE REVENUE

Program Service Revenues are exchanges between a nonprofit and another party in which the nonprofit provides a service in exchange for a transfer of a cash or other asset. In 2017, Program Service Revenue collectively included membership dues, new certifications, maintenance of certifications, and regional networking events.

## 3. INVESTMENT INCOME

There was no recorded investment income for the period ending December 31, 2017.

## 4. PROGRAM SERVICES

Program Services expenses are the costs associated with the delivery of goods and services to beneficiaries, customers, or members that fulfill the organizational mission. In 2017, Program Services expenses collectively included marketing, trade show, travel, webinar, certification, and educational events

## 5. GENERAL ADMINISTRATIVE

General Administrative expenses include general and managerial costs such as oversight, business management, record-keeping, budgeting, financing, and related administrative activities. In 2017, General Administrative expenses included facilities and equipment, contracted services, membership, and operations.

## 6. UNRESTRICTED NET ASSETS

Unrestricted Net Assets refers to the portion of net assets that is not restricted by donor-imposed stipulations. This amount is positive when the sum of historical revenues and gains from unrestricted contributions exceeds the amount of unrestricted expenses. The amount is negative when the total historical unrestricted expenses exceeds the unrestricted revenues. For the purposes of this report, we classify revenue from membership dues as unrestricted.

### *Statement of Compliance*

The financial statements after May 1<sup>st</sup>, 2016 were generated with the support of KAMO Management. Financial statements generated before May 1<sup>st</sup>, 2016, were not generated, managed, or reviewed by KAMO Management.



Contact us:  
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The Association of



Safe Patient  
Handling  
Professionals