



**THE JOINT COMMISSION ON ACCREDITATION  
OF HEALTHCARE ORGANIZATIONS AND AFFILIATES**

Consolidated Financial Statements and Supplemental Schedules

December 31, 2021 and 2020

(With Independent Auditors' Report Thereon)

**THE JOINT COMMISSION ON ACCREDITATION  
OF HEALTHCARE ORGANIZATIONS AND AFFILIATES**

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## **Independent Auditors' Report**

The Board of Commissioners  
The Joint Commission on Accreditation of Healthcare Organizations and Affiliates:

### *Opinion*

We have audited the consolidated financial statements of The Joint Commission on Accreditation of Healthcare Organizations and Affiliates (the Joint Commission), which comprise the consolidated statements of financial position as of December 31, 2021 and 2020, and the related consolidated statements of activities and cash flows for the years then ended, and the related notes to the consolidated financial statements.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of the Joint Commission as of December 31, 2021 and 2020, and the results of its operations and its cash flows for the years then ended in accordance with U.S. generally accepted accounting principles.

### *Basis for Opinion*

We conducted our audits in accordance with auditing standards generally accepted in the United States of America (GAAS). Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are required to be independent of the Joint Commission and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### *Responsibilities of Management for the Consolidated Financial Statements*

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with U.S. generally accepted accounting principles, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Joint Commission's ability to continue as a going concern for one year after the date that the consolidated financial statements are available to be issued.

### *Auditors' Responsibilities for the Audit of the Consolidated Financial Statements*

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the consolidated financial statements.



In performing an audit in accordance with GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the consolidated financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Joint Commission's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the consolidated financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Joint Commission's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

#### *Supplementary Information*

Our audit was conducted for the purpose of forming an opinion on the consolidated financial statements as a whole. The Consolidating Schedule of Statement of Financial Position Information and the Consolidating Schedule of Statement of Activities Information - Net Assets Without Donor Restrictions is presented for purposes of additional analysis and is not a required part of the consolidated financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the consolidated financial statements. The information has been subjected to the auditing procedures applied in the audit of the consolidated financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the consolidated financial statements or to the consolidated financial statements themselves, and other additional procedures in accordance with GAAS. In our opinion, the information is fairly stated in all material respects in relation to the consolidated financial statements as a whole.

*KPMG LLP*

Chicago, Illinois  
April 28, 2022

**THE JOINT COMMISSION ON ACCREDITATION  
OF HEALTHCARE ORGANIZATIONS AND AFFILIATES**

Consolidated Statements of Financial Position

December 31, 2021 and 2020

	<b>Assets</b>	<u>2021</u>	<u>2020</u>
<b>Current assets:</b>			
Cash, cash equivalents, and restricted cash	\$	57,287,575	65,923,341
Accounts receivable – net of allowance for doubtful accounts of \$347,500 and \$395,400 in 2021 and 2020, respectively		16,274,547	9,092,353
Inventory – net		320,990	265,972
Prepaid expenses		<u>4,372,947</u>	<u>4,343,022</u>
Total current assets		<u>78,256,059</u>	<u>79,624,688</u>
<b>Noncurrent assets:</b>			
Investments sold receivable		35,460,000	—
Investments		216,367,660	211,192,175
Endowment investments		34,906,153	39,026,871
Prepaid pension assets		3,541,517	—
Other long-term prepaid assets		<u>1,633,948</u>	<u>—</u>
<b>Property and equipment:</b>			
Land		4,204,400	4,204,400
Building		45,965,471	45,778,237
Leasehold improvements, office systems, furniture, and equipment		<u>59,535,799</u>	<u>57,990,021</u>
Total property and equipment		109,705,670	107,972,658
Less accumulated depreciation and amortization		<u>(74,384,182)</u>	<u>(67,303,136)</u>
Total property and equipment – net		<u>35,321,488</u>	<u>40,669,522</u>
Total noncurrent assets		<u>327,230,766</u>	<u>290,888,568</u>
Total assets	\$	<u><u>405,486,825</u></u>	<u><u>370,513,256</u></u>
<b>Liabilities and Net Assets</b>			
<b>Current liabilities:</b>			
Current maturity of notes payable	\$	1,070,000	1,070,000
Current installments of obligations under capital leases		640,550	823,601
Accounts payable		8,290,751	6,718,218
<b>Accrued expenses:</b>			
Compensation and benefits		7,530,219	6,536,165
Other expenses		3,927,768	4,126,994
<b>Deferred revenue:</b>			
Accreditation fees and deposits		3,677,588	4,138,431
Publications, educational programs, and other advances		8,117,127	8,683,896
Current portion of accrued pension and postretirement benefits		<u>2,694,000</u>	<u>784,000</u>
Total current liabilities		<u>35,948,003</u>	<u>32,881,305</u>
<b>Noncurrent liabilities:</b>			
Notes payable – less current maturity and unamortized debt issuance costs of \$79,044 and \$97,408 in 2021 and 2020, respectively		8,480,956	9,532,592
Obligations under capital leases – less current installments		4,448	683,864
Accrued pension and postretirement benefits		<u>3,538,412</u>	<u>11,873,378</u>
Total noncurrent liabilities		<u>12,023,816</u>	<u>22,089,834</u>
Total liabilities		<u>47,971,819</u>	<u>54,971,139</u>
<b>Net assets:</b>			
<b>Without donor restrictions:</b>			
Undesignated		319,798,241	278,360,633
Board-designated funds functioning as endowment		26,958,761	26,668,774
With donor restrictions – endowment		<u>10,758,004</u>	<u>10,512,710</u>
Total net assets		<u>357,515,006</u>	<u>315,542,117</u>
Total liabilities and net assets	\$	<u><u>405,486,825</u></u>	<u><u>370,513,256</u></u>

See accompanying notes to consolidated financial statements.

**THE JOINT COMMISSION ON ACCREDITATION  
OF HEALTHCARE ORGANIZATIONS AND AFFILIATES**

Consolidated Statement of Activities

Year ended December 31, 2021

	2021		
	Without donor restrictions	With donor restrictions	Total
Revenue and other support:			
Annual accreditation subscription fees	\$ 93,911,552	—	93,911,552
Survey fees	86,921,709	—	86,921,709
Publications and multimedia	20,716,959	—	20,716,959
Educational programs	3,789,556	—	3,789,556
Consultative technical assistance	7,961,226	—	7,961,226
Continuous service readiness	6,841,908	—	6,841,908
Performance measurement activities	7,235,382	—	7,235,382
Other revenue	2,717,490	639,418	3,356,908
Net assets released from restrictions	639,418	(639,418)	—
Total revenue and other support	<u>230,735,200</u>	<u>—</u>	<u>230,735,200</u>
Expenses:			
Salaries and benefits	153,461,812	—	153,461,812
Travel costs	17,867,643	—	17,867,643
Fees and services	18,976,818	—	18,976,818
Office expense	11,327,226	—	11,327,226
Publishing and printing	3,125,924	—	3,125,924
Depreciation and amortization	7,040,203	—	7,040,203
Other operating expenses	6,239,474	—	6,239,474
Total expenses	<u>218,039,100</u>	<u>—</u>	<u>218,039,100</u>
Excess of revenue and other support above expenses before investment income	12,696,100	—	12,696,100
Investment income	13,855,870	—	13,855,870
Excess of revenue and other support over expenses	26,551,970	—	26,551,970
Other changes in net assets:			
Change in net unrealized investment gains	3,320,747	245,294	3,566,041
Net periodic benefit cost other than service cost	1,126,481	—	1,126,481
Change in unrecognized net defined-benefit plan cost not yet recognized in net periodic benefit expense	10,728,397	—	10,728,397
Change in net assets	41,727,595	245,294	41,972,889
Net assets – beginning of year	<u>305,029,407</u>	<u>10,512,710</u>	<u>315,542,117</u>
Net assets – end of year	<u>\$ 346,757,002</u>	<u>10,758,004</u>	<u>357,515,006</u>

See accompanying notes to consolidated financial statements.

**THE JOINT COMMISSION ON ACCREDITATION  
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Consolidated Statement of Activities

Year ended December 31, 2020

	<b>2020</b>		
	<b>Without donor restrictions</b>	<b>With donor restrictions</b>	<b>Total</b>
<b>Revenue and other support:</b>			
Annual accreditation subscription fees	\$ 92,546,063	—	92,546,063
Survey fees	42,204,358	—	42,204,358
Publications and multimedia	18,574,928	—	18,574,928
Educational programs	2,404,460	—	2,404,460
Consultative technical assistance	5,370,940	—	5,370,940
Continuous service readiness	4,410,637	—	4,410,637
Performance measurement activities	7,216,202	—	7,216,202
Other revenue	3,347,653	615,111	3,962,764
Net assets released from restrictions	615,111	(615,111)	—
Total revenue and other support	<u>176,690,352</u>	<u>—</u>	<u>176,690,352</u>
<b>Expenses:</b>			
Salaries and benefits	135,934,317	—	135,934,317
Travel costs	9,159,955	—	9,159,955
Fees and services	17,137,294	—	17,137,294
Office expense	11,556,965	—	11,556,965
Publishing and printing	2,268,723	—	2,268,723
Depreciation and amortization	7,370,312	—	7,370,312
Other operating expenses	5,832,646	—	5,832,646
Total expenses	<u>189,260,212</u>	<u>—</u>	<u>189,260,212</u>
Deficit of revenue and other support below expenses before investment income	(12,569,860)	—	(12,569,860)
Investment income	<u>20,205,522</u>	<u>—</u>	<u>20,205,522</u>
Excess of revenue and other support over expenses	7,635,662	—	7,635,662
<b>Other changes in net assets:</b>			
Change in net unrealized investment gains (losses)	4,983,322	(83,117)	4,900,205
Net periodic benefit cost other than service cost	(1,462,067)	—	(1,462,067)
Change in unrecognized net defined-benefit plan cost not yet recognized in net periodic benefit expense	(444,637)	—	(444,637)
Change in net assets	10,712,280	(83,117)	10,629,163
Net assets – beginning of year	<u>294,317,127</u>	<u>10,595,827</u>	<u>304,912,954</u>
Net assets – end of year	<u>\$ 305,029,407</u>	<u>10,512,710</u>	<u>315,542,117</u>

See accompanying notes to consolidated financial statements.

**THE JOINT COMMISSION ON ACCREDITATION  
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Consolidated Statements of Cash Flows

Years ended December 31, 2021 and 2020

	<b>2021</b>	<b>2020</b>
Cash flows from operating activities:		
Change in net assets	\$ 41,972,889	10,629,163
Adjustments to reconcile change in net assets to net cash provided by operating activities:		
Realized investment gains – net	(11,194,737)	(17,275,636)
Change in net unrealized investment gains	(3,566,041)	(4,900,205)
Change in unrecognized net defined-benefit plan costs not yet recognized in net periodic benefit expense	(10,728,397)	444,637
Depreciation and amortization	7,040,203	7,370,312
Changes in assets and liabilities:		
Accounts receivable – net	(7,182,194)	6,239,397
Accounts payable and accrued expenses	1,330,155	(4,952,814)
Deferred revenue	(1,027,612)	(290,691)
Accrued pension and postretirement benefits	761,914	(151,420)
Other assets and liabilities	(1,718,891)	371,070
Net cash provided by (used in) operating activities	15,687,289	(2,516,187)
Cash flows from investing activities:		
Purchases of investments	(49,161,814)	(25,685,538)
Sales and maturities of investments	27,407,825	50,673,152
Additions to property and equipment	(636,599)	(3,060,024)
Net cash provided by investing activities	(22,390,588)	21,927,590
Cash flows from financing activities:		
Principal payments of notes payable	(1,070,000)	(1,075,000)
Principal payments on capital lease obligations	(862,467)	(860,144)
Net cash used in financing activities	(1,932,467)	(1,935,144)
Net increase in cash, cash equivalents, and restricted cash	(8,635,766)	17,476,259
Cash, cash equivalents, and restricted cash – beginning of year	65,923,341	48,447,082
Cash, cash equivalents, and restricted cash – end of year	\$ 57,287,575	65,923,341
Supplemental disclosures of cash flow information:		
Cash paid during the year for interest	\$ 183,824	222,860
Cash paid during the year for foreign income taxes	—	13,272
Non-cash activity relating to the investments sold receivable	35,460,000	—
Fixed asset additions included in accounts payable and accrued expenses	1,037,206	449,551

See accompanying notes to consolidated financial statements.

**THE JOINT COMMISSION ON ACCREDITATION  
OF HEALTHCARE ORGANIZATIONS AND AFFILIATES**

Notes to Consolidated Financial Statements

December 31, 2021 and 2020

**(1) Nature of Organization and Summary of Significant Accounting Policies**

**(a) Nature of the Organization**

The Joint Commission on Accreditation of Healthcare Organizations (The Joint Commission) is a not-for-profit organization that seeks to continuously improve healthcare for the public, in collaboration with other stakeholders, by evaluating healthcare organizations and inspiring them to excel in providing safe and effective care of the highest quality and value. Together, annual accreditation subscription fees and survey fees account for the largest portion of The Joint Commission's total revenue.

**(b) Principles of Consolidation**

The accompanying consolidated financial statements include the accounts of The Joint Commission and its wholly controlled affiliates, Joint Commission Resources, Inc. (JCR) and The Joint Commission Center for Transforming Healthcare (The Center). JCR is a not-for-profit organization that was established for the purpose of independently assisting healthcare organizations, in the United States and in the international community, to improve the safety and quality of their services. JCR accomplishes this objective through the provision of publications and periodicals, educational programs, consultative technical assistance, contracted evaluation services, subscription readiness services, and international accreditation. The Center, a not-for-profit organization, was established for the purpose of applying robust process improvement methods to transform healthcare into a high-reliability industry. The Center accomplishes this objective by developing and disseminating solutions to healthcare's most critical quality and safety problems through collaboration with healthcare organizations and facilitating their adoption. An additional controlled not-for-profit affiliate, JCAHO Surveyor and QHR Consultant Corporation (Surveyor Corporation), administered an employment program for The Joint Commission and is also included in the accompanying consolidated financial statements. On December 31, 2020, articles of dissolution were filed on behalf of the Surveyor Corporation. All intercompany transactions and balances have been eliminated in the accompanying consolidated financial statements.

**(c) Basis of Presentation**

The consolidated financial statements of The Joint Commission have been prepared on the accrual basis of accounting. The Joint Commission maintains its accounts in accordance with the principles of fund accounting. Fund accounting is the procedure by which resources for various purposes are classified for accounting purposes in accordance with activities or objectives specified by the donors.

These consolidated financial statements have been prepared to focus on The Joint Commission as a whole and to present balances and transactions classified according to the existence or absence of donor-imposed restrictions. This has been accomplished by classification of fund balances into two classes of net assets – without donor restrictions and with donor restrictions. Descriptions of the two net asset categories are as follows:

- *Without Donor Restrictions* – net assets that are not subject to donor-imposed restrictions and are resources available to support operations. This category includes board-designated funds functioning as endowment, which represent funds that have been appropriated by the Board of Commissioners of The Joint Commission, the income from which is used in support of the purposes and mission of The Center.

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Notes to Consolidated Financial Statements

December 31, 2021 and 2020

- *With Donor Restrictions* – net assets subject to donor-imposed restriction for use for a particular purpose. The Joint Commission’s unspent contributions are included in this class if the donor limited their use. The Center’s donor-restricted endowment funds are included in net assets with donor restrictions. The endowment funds are intended to be maintained in perpetuity with the income earned being used to support of the purposes and mission of The Center. If such permanent status becomes impractical or unwise, the donor agreement sets forth that the funds may be more expeditiously utilized in total to further the purposes of the Center.

When a donor’s restriction is satisfied, either by using the resources in a manner specified by the donor or by the passage of time, the expiration of the restriction is reported in the consolidated financial statements by reclassifying the net assets from net assets with donor restrictions to net assets without donor restrictions.

All revenues and net gains are reported as increases in net assets without donor restrictions in the consolidated statements of activities unless the donor specified the use of the related resources for a particular purpose or in a future period. All expenses and net losses other than losses on endowment investments are reported as decreases in the net assets without donor restrictions. Net gains on endowment investments increase net assets with donor restrictions, and net losses on endowment investments reduce that net asset class.

**(d) Use of Estimates**

The preparation of consolidated financial statements in conformity with U.S. generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, disclosure of contingent assets and liabilities at the date of the consolidated financial statements, and the reported amounts of revenue and expenses during the reporting period. Actual results may differ from those estimates.

**(e) Cash, Cash Equivalents, and Restricted Cash**

For purposes of reporting, all cash and investments with a maturity at the date of purchase of three months or less are considered cash and cash equivalents. Restricted cash represents those amounts required to be set aside by a contractual agreement or designated by management.

**(f) Investments**

Investments in equity securities with readily determinable fair values and all investments in debt securities are measured at fair value based primarily on quoted market prices or observable market inputs in the accompanying consolidated statements of financial position. Investments in common and collective trust funds that invest in publicly traded securities are estimated at net asset value (NAV). The NAV reported for each investment is used as the practical expedient to estimate fair value of The Joint Commission’s interest therein. Interest and dividend income and realized gains and losses on sales of investments are reported as investment income or loss, while unrealized gains (losses) are reported separately in the accompanying consolidated statements of activities as a component of other changes in net assets. Unsettled proceeds from sales of investments are reported as Investments Sold Receivables as a non-current asset in the Statement of Financial Position.

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**(g) Endowment Investments**

Endowment investments consist of investments purchased with the following resources:

- Donor-restricted perpetual endowments, which are contributions restricted by donors to investment in perpetuity with only investment income and appreciation being used to support the Center's activities. The donor agreement sets forth that if such permanent status becomes impractical or unwise, the endowments may be more expeditiously utilized in total to further the purposes of the Center.
- Board-designated endowments, which are resources set aside by The Joint Commission's Board for an indeterminate period to operate in a manner similar to a donor-restricted perpetual endowment. Because a board-designated endowment results from an internal designation, it can be spent upon action of the Board.

Endowment investments also include investments purchased with unspent investment income and net gains on these resources. Endowment investments are reported at fair value with realized investment changes to fair value reported as investment income, unrealized investment gains (losses) as other changes in net assets, and investment interest as other revenue in the consolidated statements of activities. Purchases and sales of investments are reported on the trade date.

The investment and spending policies for the endowment fund are discussed in note 9.

**(h) Allowance for Doubtful Accounts**

The Joint Commission evaluates its allowance for doubtful accounts and estimates collectability of accounts receivable based on analysis of historical bad debt experience in conjunction with the assessment of the financial condition of individual companies with which it does business. Past due balances over 120 days are reviewed individually for collectability. All other balances are reviewed on a pooled basis by aging category. The Joint Commission reviews its allowance for doubtful accounts quarterly. Account balances are charged off against the allowance after all means of collection have been exhausted and the potential for recovery is considered remote.

**(i) Prepaid Expenses**

Prepaid expenses are costs to secure hotel space, maintenance on equipment and software licenses, insurance contracts, education hours purchased in bulk, and other products and services purchased under a subscription to use or access over time.

**(j) Inventory – Net**

Publications offered for sale or used in educational programs are stated at the lower of cost (first-in, first-out) or market, net of an allowance for excess and obsolete inventory, in the amount of approximately \$25,000 at December 31, 2021 and 2020.

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Notes to Consolidated Financial Statements

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**(k) Property and Equipment**

Property and equipment are stated at cost and are depreciated over their estimated useful lives using the straight-line method with a half-year convention in first and last year, as follows:

Building and building improvements	20–40 years
Office systems, furniture, and equipment	3–15 years
Leasehold improvements	Shorter of estimated useful life or lease term

Betterments, improvements, and repairs that extend the useful life of an asset and exceed \$1,000 are capitalized. Routine repairs and maintenance are expensed as incurred.

The Joint Commission reviews long-lived assets for impairment whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. Recoverability of assets to be held and used is measured by a comparison of the carrying amount of an asset to future undiscounted cash flows expected to be generated by the asset. If such assets are considered to be impaired, the impairment to be recognized is measured by the amount by which the carrying amount of the assets exceeds the fair value of the assets. The Joint Commission did not recognize any impairment charges in either 2021 or 2020.

**(l) System Development Costs**

The Joint Commission capitalizes certain costs of business systems developed or obtained for internal use and included in property and equipment. Such system development costs, which include external direct costs of materials and services and payroll costs for employees directly associated with system development projects, are amortized over a three- or five-year period using the straight-line method. Capitalized software as a service is included in other long-term prepaid assets and amortized using the straight-line method over the term of the hosting arrangement which is not greater than 10 years.

**(m) Accrued Vacation**

Employees accrue vacation based on tenure and salary base. Unused vacation balances carry over to future years, subject to a cap. As of December 31, 2021 and 2020, accrued vacation obligations were approximately \$2,060,625 and \$1,422,000, respectively. The Joint Commission's obligation for accrued vacation is included as compensation and benefits accrued expense in the accompanying consolidated statements of financial position and represents the cost of unused employee vacation time payable in the event of employee terminations.

**(n) Self-Insurance**

The Joint Commission is self-insured for losses and liabilities related primarily to employee health and welfare claims. Provisions for expenses expected under the program are accrued based on the organization's estimate of the aggregate liability for claims incurred. The Joint Commission holds a stop-loss policy that limits the maximum liability for benefits payable under such claims. Adjustments to expenses resulting from changes in historical trends have been insignificant for the years ended

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Notes to Consolidated Financial Statements

December 31, 2021 and 2020

December 31, 2021 and 2020. Further, The Joint Commission does not anticipate any significant change in trend losses, settlements, or other costs that would cause a significant change in net assets.

**(o) Debt Issuance Costs**

Financing and other costs incurred in connection with the issuance of long-term debt are amortized over the life of the debt using the effective-interest method and are presented as a reduction of the note payable liability on the consolidated statements of financial position.

**(p) Revenue and Costs from Products and Services**

The Joint Commission generates revenue from the sale of both products and services. Revenue is recognized when the performance obligation is performed for services or control of the product is transferred to the customer. The amount of revenue recognized reflects the consideration The Joint Commission expects to receive in exchange for the services or products. Revenue excludes any sales incentives and amounts collected on behalf of third parties, including taxes and pass-through administrative fees assessed by a state or governmental authority. Shipping and handling charges assessed by third-party fulfillment vendors to customers are included in gross revenue.

Advance collections and deposits are recorded as deferred revenue in the accompanying consolidated statements of financial position.

Detailed information about the revenue recognition policies for key revenue is as follows:

*Annual accreditation subscription fees* – Domestic organizations agree to pay an annual subscription fee for their participation in the ongoing services provided by The Joint Commission. Revenue from annual accreditation subscription fees is recognized ratably over the period to which the subscription fees relate. Management has determined that these ongoing services do not constitute separate units of accounting as they are part of a single contractual arrangement and cannot be sold separately or resold by the customer. Fees are based upon estimated costs to be incurred to provide services. Fees are nonrefundable and accreditation is not guaranteed.

*Survey fees* – All organizations seeking accreditation and certification agree to pay a fee in those years in which surveys are conducted. Domestic survey fees are recognized in the period when the surveys are concluded. International survey fees are recognized as a percentage of completion based on the number of surveyor days performed.

*Publications and multimedia* – Revenue from the sale of publications of hard copy books, manuals, and other resources is recognized when the related goods have been shipped and risk of loss has passed to the customer. E-books and mobile apps revenues are recorded when access is provided. Revenue from the sale of multimedia, which include digital subscriptions, online site licenses, and software-as-a-service products, is recognized over the period to which the customer is granted access to the product.

*Educational programs* – Live seminars and conferences conducted at a location are earned on the first day the event is held. Revenue from on-demand and recorded conferences, referred to as audio conferences, are recognized when access is granted. Revenue from live events, satellite broadcasts,

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and audio recordings sold as a series, in which several parts are held or provided over time, are earned evenly over the series and recognized in the month each event is held or access to view is granted. Annual subscription to the digital online learning center is recognized over the period to which the customer is granted access.

*Consultative technical assistance* – Revenue from consultative technical assistance is recognized as performance obligations are satisfied over time using the percentage of completion method. The inputs are the number of consultative hours delivered in relation to the total consultative hours sold.

*Continuous service readiness (CSR)* – Contracts with continuous service readiness customers contain technical assistance and educational workshops. The Joint Commission allocates CSR revenue to each performance obligation based on its relative stand-alone selling price as a percentage to the total contract value. Revenue is recognized as described above under *Consultative technical assistance* and *Educational programs* for live conferences.

*Performance measurement activities* – The Joint Commission has developed nationally recognized standardized performance measures for internal quality improvement, accreditation, and certification for hospitals. Under this program, similar to *annual accreditation subscription fees*, domestic organizations who submit performance measurement data sets agree to pay an annual subscription fee for their participation in the ongoing services provided by The Joint Commission. Revenue is recognized ratably over the period to which the subscription fee relates.

*Other Revenue*

*Grants and other contracts revenue* – Grants and other contracts revenue are recognized when the qualifying costs are incurred for cost-reimbursement grants and other contracts or when a unit of service is provided for performing the grants and other contracts. Grants revenue from federal agencies is subject to independent audit under the Office of Management and Budget's audit requirements for federal awards if The Joint Commission's federal expenditures exceed \$750,000 during the fiscal year and to a review by grantor agencies. The review could result in the disallowance of expenditures under the terms of the grant or reductions of future grant funds. Based on prior experience, The Joint Commission's management believes that costs ultimately disallowed, if any, would not materially affect the financial position of the organization.

*Contributions* – All contributions are considered to be available for unrestricted use unless specifically restricted by the donor. Amounts received that are designated for future periods or are restricted by the donor for specific purposes are reported as increases in net assets with donor restrictions. Amounts required to be maintained in perpetuity by the donor are also reported as increases in net assets with donor restrictions. Unconditional contributions, including unconditional pledges, are recognized in the period received. Conditional pledges are not recognized until the conditions on which they depend are substantially met. A donor restriction expires when a time restriction ends or when the purpose for which it was intended is attained. Upon expiration, donor-restricted net assets are reclassified to net assets without donor restrictions and are reported in the consolidated statements of activities as net assets released from restrictions.

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*Investment income* – Investment income from endowment assets that are required to meet spending of The Center’s activities is recorded as other revenue in the period earned on the endowment assets (note 9).

*Miscellaneous revenue* – Honoraria, certificate sales, permission to reprint, quality check data, and education exhibit booth rental sales are recognized as revenue in the period the services and products are provided. Royalties and other incentives are recognized in the period the revenue share for the incentive are met and or known.

For the years ended December 31, 2021 and 2020, other revenue consists of the following:

	<b>2021</b>	<b>2020</b>
Grants and other contracts	\$ 1,482,045	1,659,079
Contributions	196,761	177,282
Investment income on endowment assets	592,693	999,133
Other miscellaneous revenues	1,085,409	1,127,270
Total other revenue	\$ 3,356,908	3,962,764

More detailed information about the related costs policies under revenue recognition is as follows:

*Contract Costs* – Commission fees paid to qualified staff as a result of obtaining a contract are recoverable costs and capitalizable as contract costs. If material, capitalized commission fees are amortized based on the transfer of goods or services to which the assets relate that range one year or more. As of December 31, 2021, The Joint Commission has not recognized any capitalized assets from contract costs. In applying the practical expedient in ASU No. 2014-09, *Revenue from Contracts with Customers (Topic 606)*, The Joint Commission recognizes the incremental costs of obtaining contracts as an expense when incurred if the amortization period of the assets that would otherwise have been recognized is one year or less. All commission fees are included in salaries and benefits expense on the accompanying consolidated statement of activities.

*Sales returns* – Rights of returns are honored for sales of hard copy publications. The Joint Commission records an allowance for sales returns (contra-revenue) and a separate refund liability for returns. The Joint Commission evaluates quarterly its allowance for sales returns based on estimates considering historical returns experience.

*Shipping and handling costs* – Shipping and handling costs associated with outbound freight before control over a product has transferred to a customer are accounted for as a fulfillment costs and are included in office expense on the accompanying consolidated statements of activities.

*Advertising* – Advertising costs are charged to expense in the period incurred and included in program and related activities as publishing and printing expense in the accompanying consolidated statements of activities. Advertising expense was \$1,354,373 and \$899,677 for the years ended December 31, 2021 and 2020, respectively.

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**(q) Expense Recognition and Allocation**

The cost of providing The Joint Commission's programs and other activities is summarized on a functional basis in note 10. Expenses that can be identified with a specific program or support service are charged directly to that program or support service. Costs common to multiple functions have been allocated consistently, as follows:

- Salaries and benefits are allocated based on either timecards or activity reports prepared by key personnel.
- Occupancy, depreciation and amortization, bond issuance fees and interest expense are allocated on a square foot basis dependent on the programs and supporting activities occupying the space.
- Telephone and internet charges that cannot be directly identified are allocated based on employee headcount for each program and supporting activity.

General and administrative expenses include those costs that are not directly identifiable with any specific program, but which provide for the overall support and direction of the organization. These management and general activities provide governance, oversight, business management, financial recordkeeping, budgeting, legal services, human resource management, and similar functions that ensure an adequate working environment.

**(r) Income Taxes**

The Internal Revenue Service has determined that The Joint Commission and its affiliates are exempt from federal income taxation under Section 501(a) as organizations described in Section 501(c)(3) of the Internal Revenue Code (IRC). The Joint Commission and its affiliates are subject to income taxes on income determined to be unrelated business taxable income (UBTI), which is taxed at the corporate income tax rate.

The Joint Commission continues to evaluate its tax positions pursuant to the Financial Accounting Standards Board (FASB) Accounting Standards Codification (ASC) Subtopic 740-10, *Income Taxes – Overall*. As of December 31, 2021 and 2020, The Joint Commission believes it has taken no significant uncertain tax positions.

JCR's Singapore branch is subject to Singapore taxes on its operations. As of December 31, 2021 and 2020, no taxes have been reported in the accompanying consolidated statements of financial position.

JCR actively analyzes its income tax exposure in foreign jurisdictions and evaluates the potential effect that status changes will have on its financial and business operations. As of December 31, 2021 and 2020, JCR does not believe that such future changes would have a material impact on the consolidated financial statements.

The Joint Commission and each of its affiliates have been classified as an organization that is not a private foundation under IRC Section 509(a) and may receive deductible contributions under Section 170(c). Both The Joint Commission and JCR are organizations that normally receive more than 33 1/3% of their support from contributions, membership fees, and gross receipts from activities related to its exempt functions and no more than 33 1/3% of its support from gross investment income and

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unrelated business taxable income under IRC Section 509(a)(2). JCAHO Surveyor Corporation, which as dissolved in December 2020, was organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purpose of The Joint Commission and JCR under IRC Section 509(a)(3), while The Center is organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purpose of The Joint Commission under IRC Section 509(a)(3).

**(s) Foreign Currency**

Transaction gains and losses resulting from settlements in foreign currency are recorded in the period in which the transaction occurs and are recorded as other revenue in the accompanying consolidated statements of activities. Net gains totaling \$16,794 and \$39,090 were recognized in 2021 and 2020, respectively.

**(t) Risks and Uncertainties**

In March 2020, the World Health Organization declared the outbreak of a coronavirus to be a pandemic. In that same month, the United States of America declared a national public health emergency concerning the COVID-19 outbreak. Consequently, The Joint Commission enterprise suspended all on-site customer engagements. Shortly thereafter, virtual engagement models were created for accreditation, certification, education, consultative technical assistance, and high reliability training activities; these models of service delivery began to roll out in May 2020, increasing in volume over the course of the year. In June 2020, on-site engagements were restarted and continued through December 31, 2021 on a limited basis. In addition, The Joint Commission aggressively reduced costs to mitigate the impact of lost on-site revenues. Despite these measures, the pandemic resulted in a significant operating deficit in 2020.

Although vaccines for COVID-19 are currently available to the general public in the U.S. and around the world, it will take time for the vaccines to materially affect the spread of the virus and the outbreak could have a continued adverse impact on the organization. Management forecasts suggest it may take several years before the enterprise returns to historical revenue levels. To date, The Joint Commission has been able to sustain its operations through operating cash and has kept its reserves intact. Management continues to monitor the situation very carefully and is prepared to take any actions needed to keep the organization financially sound.

**(u) Recently Adopted Accounting Pronouncements**

In August 2018, the FASB issued ASU No. 2018-15, *Intangibles – Goodwill and Other-Internal Use Software (Subtopic 350-40): Customer’s Accounting for Implementation Costs incurred in a Cloud Computing Arrangement that is a Service Contract*. The ASU requires the deferral of implementation costs incurred in a cloud computing arrangement (hosting arrangement) and the recognition of these costs to expenses over the term of the arrangement. The Joint Commission’s prospective adoption of the ASU on January 1, 2021 resulted in recording a prepaid asset of \$181,550 and other long-term prepaid asset of \$1,633,948 on the consolidated statements of financial position for cloud computing arrangements.

In August 2018, the FASB issued ASU No. 2018-14, *Compensation – Retirement Benefits – Defined Benefit Plans – General (subtopic 715-20): Disclosure Framework – Changes to the Disclosure Requirements for Defined Benefit Plans*, which modifies the disclosure requirements for employers that

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sponsor defined-benefit pension or other postretirement plans. The ASU requirements include disclosure of the weighted-average interest crediting rate as the rate is typically a significant assumption affecting the benefit obligation and net benefit cost in a cash balance plan. The Joint Commission's adoption of the ASU on January 1, 2021 did not have a material effect on its consolidated financial statements and related disclosures.

**(v) New Accounting Pronouncements**

In February 2016, the FASB issued ASU No. 2016-02, *Leases (Topic 842)*. This guidance establishes the principles that lessees and lessors shall apply to report useful information to users of the financial statements about the amount, timing, and uncertainty of cash flows arising from a lease for more transparency and comparability among organizations. The core principle of the new guidance is that a lessee should recognize the assets and liabilities that arise from leases. Additional guidance was issued in July 2018 under ASU No. 2018-10, *Codification Improvements to Topic 842, Leases*, ASU No. 2018-11, *Leases (Topic 842): Targeted Improvements*, ASU No. 2019-01, *Leases (Topic 842): Codification Improvements*, and ASU No. 2021-09, *Discount Rate for Lessees That Are Not Public Business Entities*. In June 2020, the FASB issued ASU No. 2020-05, *Revenues from Contracts with Customers (Topic 606) and Leases (Topic 842)*, which deferred the effective date of ASU No. 2016-02 to fiscal years beginning after December 15, 2021 for private entities. This guidance becomes effective for The Joint Commission for fiscal year 2022.

In June 2016, the FASB issued ASU No. 2016-13, *Financial Instruments – Credit Losses*, which amends the guidance on impairment of financial instruments. During 2019 and 2020, FASB issued updated guidance on *Credit Losses (Topic 326)*, under ASU Nos. 2018-19, 2019-04, 2019-05, and 2019-11. The new requirements replace the incurred loss impairment methodology in current GAAP with a methodology that reflects expected credit losses and requires consideration of a broader range of reasonable and supportable information to inform credit loss estimates. The standards will become effective in fiscal year 2023 for The Joint Commission.

In September 2020, the FASB issued ASU No. 2020-07, *Not-for-Profit Entities (Topic 958): Presentation and Disclosures by Not-for-Profit Entities for Contributed Nonfinancial Assets*. FASB issued the update to improve transparency in reporting nonprofit gifts-in-kind. This guidance becomes effective for The Joint Commission for fiscal year 2022.

The Joint Commission is currently evaluating the impact of the aforementioned standards on its consolidated financial statements and related disclosures.

**(2) Liquidity and Availability**

The Joint Commission regularly monitors the availability of resources required to meet its operating needs and other contractual commitments while also striving to maximize the investment of its available funds. The Joint Commission manages its liquidity and reserves following these guiding principles: operating within a prudent range of financial soundness and stability, maintaining adequate liquid assets to fund near-term operating needs, and maintaining sufficient reserves to provide reasonable assurance that long-term obligations will be paid. The Joint Commission has a policy to target an appropriate balance of reserves of unrestricted, undesignated assets. For the years ended December 2021 and 2020, the level of reserves fell within policy guidelines.

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The following table shows the total financial assets held and the amounts of those financial assets that could readily be made available for general expenditures that is, without donor or other restrictions limiting their use within one year of December 31, 2021:

	<b>2021</b>	<b>2020</b>
Financial assets at year-end:		
Cash, cash equivalents, and restricted cash	\$ 57,287,575	65,923,341
Accounts receivable, net	16,274,547	9,092,353
Investments sold receivables	35,460,000	—
Investments	216,367,660	211,192,175
Endowment investments	34,906,153	39,026,871
Total financial assets	\$ 360,295,935	325,234,740
Financial assets available to meet general expenditures over next 12 months:		
Cash and cash equivalents	\$ 56,015,623	65,080,958
Accounts receivable, net	16,274,547	9,092,353
Investments sold receivables	35,460,000	—
Investments not encumbered by donor or board restrictions	213,393,325	208,601,038
Financial assets readily available within one year	\$ 321,143,495	282,774,349

The above table reflects donor-restricted and board-designated endowment funds as unavailable because it is the organization's intention to invest those resources for the long-term support of The Center. However, in the case of need, the Board could appropriate resources from its board-designated endowment fund for general use (\$10,471,846, of which \$10,425,395 is the original gift). For the donor-restricted funds, if it becomes impractical or unwise to hold in permanent status, the donor agreement sets forth that the endowments may be used to further the purposes of the Center and made available for general use (\$24,434,307, of which \$23,850,000 is the original gift). Furthermore, The Joint Commission has the ability, but not the intent, to use nonqualified, supplemental defined-benefit retirement plan funds (\$3,143,846) for operations, as needed.

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**(3) Cash, Cash Equivalents, and Restricted Cash**

The following table provides a reconciliation of cash, cash equivalents, and restricted cash reported within the consolidated statements of financial position that sum to the total of the same such amounts shown in the consolidated statements of cash flows.

	<b>2021</b>	<b>2020</b>
Cash	\$ 54,911,890	41,573,419
Restricted cash for China operations	1,102,441	785,478
Cash equivalents	1,103,733	23,507,540
Restricted cash equivalents for nonqualified supplemental retirement plans	169,511	56,904
Total cash, cash equivalents, and restricted cash shown in the consolidated statements of cash flows	\$ 57,287,575	65,923,341

Amounts included in restricted cash represent those required to be set aside by a contractual agreement or designated by management. Restricted cash included in cash, cash equivalents, and restricted cash on the consolidated statements of financial position represents amounts set aside for the payment of contractual expenses for China operations and designated for the payment of benefits under the Supplemental Plans (note 8).

**(4) Notes Payable**

In August 2015, The Joint Commission entered into a Bond and Loan Agreement (the Bond Agreement) with the Illinois Finance Authority (the Authority) to finance a portion of the costs to renovate, remodel, and purchase new equipment for The Joint Commission headquarters building, as well as pay costs of issuance of the bonds. Pursuant to the Bond Agreement, the Authority issued a \$16,000,000 tax-exempt Revenue Bond, Series 2015 (Joint Commission on Accreditation of Healthcare Organizations) (the Bond). The Bond was sold to one purchaser and the proceeds from this sale were loaned by the Authority to The Joint Commission.

Under the terms of the Bond Agreement, The Joint Commission is required to pay principal and interest. Principal payments are payable on August 1 of each year and are subject to any optional redemption, mandatory redemption, mandatory tender, or other prepayment of the Bond. The Bond matures on August 1, 2030. The Bond shall bear interest at the Bank Purchase Rate from the closing date to and including the earlier of the day preceding its redemption date, its prepayment date, and the maturity date. The initial Bank Purchase Rate is the fixed rate of 1.94% and shall be effective for the period August 25, 2015 through and including July 31, 2022.

The loan is a seven-year loan through July 31, 2022; however, the principal is paid annually based on a 15-year straight-line amortization schedule. At the end of seven years, The Joint Commission may retain the loan with the purchaser at a new interest rate and term, cause the Bond to be sold to a new purchaser, or purchase the loan itself. In April 2022, The Joint Commission executed a commitment letter and a

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corresponding interest rate lock agreement to retain the loan with the current purchaser through August 2030 at a fixed rate of 2.8%. It is The Joint Commission's intent to renew the loan with the current purchaser.

Under the terms of the loan, The Joint Commission has agreed to meet various covenants on a consolidated basis, including maintenance of certain financial ratios and a minimum level of cash and investments. The Joint Commission is subject to certain financial and non-financial covenants as stated in the bond agreement, and, as of December 31, 2021, The Joint Commission was in compliance with all financial covenants.

The annual maturities of the Bond are as follows:

2022	\$	1,070,000
2023		1,070,000
2024		1,070,000
2025		1,070,000
2026		1,070,000
2027 through 2030		<u>4,280,000</u>
Total	\$	<u><u>9,630,000</u></u>

Interest expense totaled \$201,641 in 2021 and \$222,860 in 2020. Interest expense is included in other operating expenses in the accompanying consolidated statements of activities.

Long-term notes payable as of December 31, 2021 and 2020 consisted of the following:

	<u>Principal</u>	<u>Unamortized debt issuance costs</u>	<u>Long-term note payable, net</u>
December 31, 2021:			
Series 2015 note payable, 1.94% fixed note	\$ 8,560,000	79,044	8,480,956
December 31, 2020:			
Series 2015 note payable, 1.94% fixed note	\$ 9,630,000	97,408	9,532,592

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**(5) Leases**

During 2019, The Joint Commission entered into a capital lease covering laptops and tablets that expire at various dates over a three year period. The lease includes a renewal provision of an additional three-month term. At December 31, 2021, the gross amount of equipment and related accumulated amortization recorded under the capital lease were as follows:

	<b>2021</b>
Equipment	\$ 2,584,177
Less accumulated amortization	(1,908,358)
	\$ 675,819

The Joint Commission leases mailing equipment and copiers under operating lease arrangements. The copiers have a renewal option of a successive 12-month term, and mailing equipment is a month-to-month basis. All operating leases include a purchase option at fair value of equipment plus costs. The Joint Commission also leases office space to support certain domestic and international operations with renewal options of an additional 5-year term for domestic leases and year-to-year renewal on international leases. Rent expense is recognized over the life of the lease using the straight-line method. Lease terms range from one to twelve years. There are no leases that contain restrictions on The Joint Commission's ability to incur additional debt or engage in further leasing activities. Obligations in foreign currency are reflected in U.S. dollars as of December 31, 2021. Such obligations are subject to foreign currency exchange risk.

Rent expense related to operating lease agreements was \$1,753,966 in 2021 and \$1,828,281 in 2020, and is recorded as other operating expenses in the accompanying consolidated statements of activities.

Obligations under leases having initial terms in excess of one year at current rates are as follows as of December 31, 2021:

	<b>Capital leases</b>	<b>Operating leases</b>
2022	\$ 793,854	1,704,888
2023	5,525	1,554,055
2024	—	1,473,285
2025	—	1,492,581
2026	—	1,512,595
Thereafter	—	4,700,658
Total minimum lease payments	799,379	\$ 12,438,062
Less estimated executory costs	(150,245)	
Net minimum lease payments	649,134	

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	<b>Capital leases</b>	<b>Operating leases</b>
Less amount representing interest at 1.2%	\$ (4,136)	
Present value of net minimum capital lease payments	644,998	
Less current installments of obligations under capital leases	(640,550)	
Obligations under capital leases, excluding current installments	\$ 4,448	

**(6) Investments**

The following table summarizes the types of investments and total return on investments as of and for the years ended December 31, 2021 and 2020:

	<b>2021</b>	<b>2020</b>
Type of investments:		
Common and collective trust funds	\$ 43,885,171	49,978,448
Corporate bonds and bond funds	111,982,252	111,926,080
Common stock and stock funds	95,406,390	88,314,518
Total investments	\$ 251,273,813	250,219,046
Reported as:		
Investments	\$ 216,367,660	211,192,175
Endowment investments	34,906,153	39,026,871
Total investments	\$ 251,273,813	250,219,046
Return on investments:		
Interest income and dividends	\$ 2,661,133	2,929,886
Interest on endowment investments, net	583,255	819,439
Realized gains on sale of investments, net	11,194,737	17,275,636
Unrealized gains, net	3,566,041	4,900,205
Total return on investments	\$ 18,005,166	25,925,166
Reported as:		
Other revenue	\$ 583,255	819,439
Investment income	13,855,870	20,205,522
Change in net unrealized investment gains	3,566,041	4,900,205
Total return on investments	\$ 18,005,166	25,925,166

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**(7) Fair Value of Financial Instruments**

The Joint Commission accounts for its financial instruments in accordance with the fair value disclosure requirements of U.S. generally accepted accounting principles, which requires use of a fair value hierarchy that prioritizes the inputs to valuation techniques used to measure fair value into three broad levels: quoted market prices in active markets for identical assets or liabilities (Level 1); inputs other than quoted market prices that are observable for the asset or liability, either directly or indirectly (Level 2); and unobservable inputs for an asset or liability (Level 3).

The Joint Commission's financial instruments, including cash equivalents, accounts receivable, accounts payable, accrued expenses, and deferred revenues, are carried at historical cost, which approximates their fair values because of the short-term nature of these instruments.

The following methods and assumptions are used to estimate the fair value of The Joint Commission's financial instruments:

*Cash equivalents* are money market funds carried at cost as an approximation of fair value.

*Corporate bond and bond funds and common stock and stock funds* are carried at fair value, based upon quoted market prices on nationally recognized securities exchanges (Level 1 inputs) or on quoted market prices of similar securities by relying on these securities' relationship to other benchmark quoted prices (Level 2 inputs). These techniques make use of assumptions that market participants would use in pricing the respective asset and may require some degree of judgment.

*Common and collective trust funds* that are readily marketable are determined by obtaining quoted prices on nationally recognized securities exchanges (Level 1).

*Net asset value (NAV) investments* consist of the following:

- Common and collective trust funds – The funds consist of investments that are not readily marketable. The NAV reported for each investment is used as the practical expedient to estimate fair value of The Joint Commission's interest therein, unless it is probable that all or a portion of the investment will be sold for an amount different from NAV. The values assigned to these investments are based upon available information including, but not limited to, original and subsequent transaction prices and third-party transactions. Under this approach, certain attributes for the investment, such as restrictions on redemption and transaction prices from principal-to-principal or brokered transactions, are not considered in measuring the fair value of an investment.
- Global long/short equity hedge fund – The hedge fund portfolio assets are valued based on observable data such as ongoing redemption and subscription activity in which the investment manager used published NAV to estimate fair value. The fund's other investments include limited liquidity investments, external third-party investment funds, and investment funds managed by the investment manager through segregated portfolio companies, which hold restricted securities and where less observable data are visible.
- High income plus hedge (Master) fund – The fund records its investments at fair value and based on NAV per share of the Master fund. Credit default and interest rate swaps are valued using a vendor pricing and/or broker quoted prices. The fund values foreign currency options using vendor pricing. The

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fund values investments in securities for which there is no ready market at fair value as determined by the fund's investment manager. To the extent that valuation is based on models or inputs that are less observable or unobservable in the market, the determination of fair value requires more judgment and involves significant estimates.

The Joint Commission's cash equivalents and investments are accounted for at December 31, 2021 and 2020 using the fair value hierarchy as shown in the following tables. The tables reflect the adoption of ASU No. 2015-07 – *Fair Value Measurement (Topic 820): Disclosures for Investments in Certain Entities That Calculate Net Asset Value per Share (or Its Equivalent)*. In accordance with the ASC subtopic 820-10, certain investments that are measured at fair value using NAV per share, or its equivalent practical expedient have not been classified in the fair value hierarchy. The fair value amounts presented in the tables are intended to permit reconciliation of the fair value hierarchy to the amount of investments presented in the consolidated statements of financial position.

	Fair value measurements at the end of			Total
	December 31, 2021			
	Level 1	Level 2	Level 3	December 31, 2021
Description:				
Cash equivalents	\$ —	1,273,244	—	1,273,244
Other receivables	—	1,486	—	1,486
Investments:				
Common and collective trust funds:				
Hedge funds	\$ 153,779	—	—	153,779
Corporate bonds and bond funds:				
Fixed income bond funds	110,988,072	994,180	—	111,982,252
Common stock and stock funds:				
U.S. small-mid cap equity fund	4,847,414	—	—	4,847,414
U.S. large-cap equity fund	41,028,702	—	—	41,028,702
Global equity funds	26,578,792	—	—	26,578,792
International equity funds	22,951,482	—	—	22,951,482
Investments in the fair value hierarchy	206,548,241	994,180	—	207,542,421

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	Fair value measurements at the end of			Total
	December 31, 2021			
	Level 1	Level 2	Level 3	
Investments measured at NAV	\$ —	—	—	43,731,392
Total investment:	\$ 206,548,241	994,180	—	251,273,813

  

	Fair value measurements at the end of			Total
	December 31, 2020			
	Level 1	Level 2	Level 3	
Description:				
Cash equivalents	\$ —	23,564,444	—	23,564,444
Other receivables	—	1,700	—	1,700
Investments:				
Common and collective trust funds:				
Hedge funds	\$ 126,402	—	—	126,402
Corporate bonds and bond funds:				
Fixed income bond funds	110,958,322	967,758	—	111,926,080
Common stock and stock funds:				
U.S. small-mid cap equity fund	4,745,488	—	—	4,745,488
U.S. large-cap equity fund	35,935,355	—	—	35,935,355
Global equity funds	25,553,322	—	—	25,553,322
International equity funds	22,080,353	—	—	22,080,353
Investments in the fair value hierarchy	199,399,242	967,758	—	200,367,000
Investments measured at NAV	—	—	—	49,852,046
Total investments	\$ 199,399,242	967,758	—	250,219,046

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In accordance with the fair value measurements and disclosures guidance, the following table presents the category, fair value, redemption frequency, and redemption notice period for The Joint Commission investments, the fair values of which are estimated using the NAV per share as of December 31, 2021 and 2020. The Joint Commission has no open commitments related to the below investments.

	<u>2021</u>	<u>2020</u>	<u>Redemption frequency (if currently eligible)</u>	<u>Redemption notice period</u>
Common and collective trust funds:				
Long/short equity fund	\$ 30,192,078	34,775,857	Monthly	90 days
Opportunistic fixed income fund	7,698,514	7,012,520	Quarterly	45 days
U.S. small-cap equity fund	<u>5,840,800</u>	<u>8,063,669</u>	Daily	1 day
Total	<u>\$ 43,731,392</u>	<u>49,852,046</u>		

The Long/short equity fund investment philosophy is to preserve capital, while achieving the risk and return targets in a manner that is independent of broad, traditional market moves. The portfolio has constraints on manager maximums, at 15%, and strategy maximums, at 25%. A factor analysis process is used to model the exposures an individual manager might have to a certain factor (e.g., interest rates). The goal is to combine managers in such a way that minimizes the aggregate portfolio factor exposures, or at least contain them within a “risk budget”, while maximizing returns.

The Opportunistic fixed income fund is a multistrategy fixed income fund focused on exploiting structural and technical inefficiencies in the market, especially in the short-end of yield curves around the world. The Fund pursues a value-oriented total return strategy, examining investment opportunities in mortgage-backed securities, asset-backed securities, corporate bonds, convertible bonds, preferred stocks, bank debt, currencies, secured debt, government bonds, and emerging market debt. The Fund also seeks to identify situations of extreme volatility and/or price discounting, and will shift its investments between these markets based on perceived relative investment merits.

The U.S. small-cap equity fund invests in high-quality, small-cap companies that are conservatively valued in an attempt to produce long-term returns in excess of the Russell 2000 Value Index. Securities are selected through bottom-up research that utilizes fund manager’s proprietary, fundamental research to find securities that are trading at a deep discount, and have the potential for outsized longer term returns.

**(8) Retirement Plans and Other Postretirement Benefits**

The Joint Commission has a noncontributory account based defined-benefit pension plan (the Pension Plan) that covers substantially all of its employees. The Joint Commission’s funding policy is to contribute to the Pension Plan an annual amount necessary to meet or exceed the minimum funding standards under the Employee Retirement Income Security Act.

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The Joint Commission also sponsors nonqualified supplemental defined-benefit retirement plans for certain key executives (the Supplemental Plans). Benefit cost under the Supplemental Plans is accrued based on actuarial estimates over the expected service period of key executives. The Supplemental Plans are not funded; however, marketable securities totaling \$3,143,846 and \$2,648,042 at December 31, 2021 and 2020, respectively, were designated for the payment of benefits under the Supplemental Plans when due. These amounts are included in Investments in the accompanying consolidated statements of financial position. Management expects to contribute amounts sufficient to pay benefits when due under the Supplemental Plans. The Joint Commission also provides certain former executives with defined-benefit postretirement healthcare benefits on an unfunded basis. The amounts included in "Other benefits" in the following tables include the Supplemental Plans and the defined-benefit postretirement healthcare benefits.

The following tables set forth information on the funded status, amounts recognized in the accompanying consolidated financial statements, and weighted average assumptions related to The Joint Commission's Pension Plan and other postretirement defined-benefit plans for the years ended December 31, 2021 and 2020:

	<u>Pension Plan</u>		<u>Other benefits</u>	
	<u>2021</u>	<u>2020</u>	<u>2021</u>	<u>2020</u>
Change in projected benefit obligation:				
Projected benefit obligation at beginning of year	\$ 114,964,677	103,302,897	5,441,367	6,558,919
Service cost	4,796,560	2,296,998	1,092,558	1,082,169
Interest cost	2,473,926	3,050,180	117,820	173,117
Actuarial gain (loss)	(3,512,320)	13,722,627	381,390	219,816
Benefits paid	<u>(8,363,754)</u>	<u>(7,408,025)</u>	<u>(800,723)</u>	<u>(2,592,654)</u>
Projected benefit obligation at end of year	<u>\$ 110,359,089</u>	<u>114,964,677</u>	<u>6,232,412</u>	<u>5,441,367</u>

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	<u>Pension Plan</u>		<u>Other benefits</u>	
	<u>2021</u>	<u>2020</u>	<u>2021</u>	<u>2020</u>
Change in fair value of plan assets:				
Fair value of plan assets at beginning of year	\$ 107,748,666	97,497,655	—	—
Actual gain on plan assets	11,315,694	15,259,036	—	—
Employer contributions	3,200,000	2,400,000	—	—
Benefits paid	<u>(8,363,754)</u>	<u>(7,408,025)</u>	<u>—</u>	<u>—</u>
Fair value of plan assets at end of year	<u>\$ 113,900,606</u>	<u>107,748,666</u>	<u>—</u>	<u>—</u>
Funded status	\$ 3,541,517	(7,216,011)	—	—

	<u>Pension Plan</u>		<u>Other benefits</u>	
	<u>2021</u>	<u>2020</u>	<u>2021</u>	<u>2020</u>
Amounts recognized in the consolidated statements of financial position consist of:				
Noncurrent assets	\$ 3,541,517	—	—	—
Current liabilities	—	—	(2,694,000)	(784,000)
Noncurrent liabilities	—	(7,216,011)	(3,538,412)	(4,657,367)
Accumulated charge to net assets without donor restrictions	<u>14,648,837</u>	<u>25,694,588</u>	<u>1,075,141</u>	<u>757,787</u>
	<u>\$ 18,190,354</u>	<u>18,478,577</u>	<u>(5,157,271)</u>	<u>(4,683,580)</u>

The accumulated charge to net assets without donor restrictions as of December 31, 2021 and 2020 represents charges arising from the defined-benefit plans, but not yet recognized as components of net periodic benefit expense. The accumulated charge to net assets without donor restrictions at December 31, 2021 of \$15,723,978 represents unrecognized net actuarial losses of \$15,969,947 and prior service costs credits of \$245,969. During 2022, approximately \$351,000 is expected to be reclassified from the accumulated charge to net assets without donor restrictions for defined benefit plans to net periodic benefit cost other than service cost.

The accumulated charge to net assets without donor restrictions at December 31, 2020 of \$26,452,375 represents unrecognized net actuarial losses of \$26,765,366 and prior service costs credits of \$312,991. During 2021, approximately \$1,624,000 was reclassified from the accumulated charge to net assets without donor restrictions for defined benefit plans to net periodic benefit cost other than service cost.

The accumulated benefit obligation for the Pension Plan was \$107,361,671 and \$112,134,177 at December 31, 2021 and 2020, respectively.

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Net periodic benefit cost, which is calculated using the projected unit credit method, for the years ended December 31, 2021 and 2020 included the following components:

	<u>Pension Plan</u>		<u>Other benefits</u>	
	<u>2021</u>	<u>2020</u>	<u>2021</u>	<u>2020</u>
Components of net periodic benefit cost:				
Service cost	\$ 4,796,560	2,296,998	1,092,558	1,082,169
Interest cost	2,473,926	3,050,180	117,820	173,117
Expected return on plan assets	(6,345,264)	(5,654,807)	—	—
Net amortization of actuarial losses and prior service cost	1,559,839	1,728,563	64,036	20,417
Settlements	<u>1,003,162</u>	<u>1,563,267</u>	<u>—</u>	<u>581,330</u>
Net periodic benefit benefit	<u>\$ 3,488,223</u>	<u>2,984,201</u>	<u>1,274,414</u>	<u>1,857,033</u>
Other changes in plan assets and benefit obligations recognized in other changes in net assets:				
Net loss	\$ (8,482,750)	4,118,398	381,390	219,816
Amortization of net loss	(1,626,861)	(1,795,585)	(64,036)	(20,417)
Amortization of prior service service	67,022	67,022	—	—
Adjustment for settlement	<u>(1,003,162)</u>	<u>(1,563,267)</u>	<u>—</u>	<u>(581,330)</u>
Total recognized in other changes in net assets	<u>(11,045,751)</u>	<u>826,568</u>	<u>317,354</u>	<u>(381,931)</u>
Total recognized in net periodic benefit cost and other changes in net assets	<u>\$ (7,557,528)</u>	<u>3,810,769</u>	<u>1,591,768</u>	<u>1,475,102</u>

The components of net periodic benefit cost other than the service cost component are included in the line item "net periodic benefit cost other than service cost" in the consolidated statements of activities.

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The following table reflects the weighted average assumptions of the plans.

	<b>Pension Plan</b>		<b>Other benefits</b>	
	<b>2021</b>	<b>2020</b>	<b>2021</b>	<b>2020</b>
Weighted average assumptions:				
Discount rate used to determine obligations at year-end	2.60 %	2.20 %	2.60 %	2.20 %
Discount rate used to determine net periodic benefit cost	2.20	3.00	2.20	3.00
Rate of compensation increase	3.75	3.75	4.00	3.75
Expected return on plan assets	6.50	6.50	—	—
Weighted-average interest crediting rate	5.00	5.00	—	—

Actuarial gains and losses, calculated as the difference between estimates and actual amounts of plan assets and the projected benefit obligation, are amortized over the expected future service period. Prior service cost is amortized over the expected future service period.

The Pension Plan's assets are invested according to target allocations, as outlined in the table below. Management seeks to maximize return with a minimal amount of risk by diversifying the risks of the portfolio over different industries and sectors. Management reviews this investment policy on an ongoing basis.

<b>Asset category</b>	<b>Target allocation</b>	<b>Percentage of plan assets at December 31</b>	
		<b>2021</b>	<b>2020</b>
Equity securities	40%–70%	57 %	54 %
Long-duration fixed income	30–55	36	39
Real estate	0–7	7	6
Other		—	1
Total		100 %	100 %

The expected return on plan assets, using a rate assumption of 6.5%, is based upon the average income that management anticipates a portfolio allocated according to The Joint Commission's target asset allocation will earn. Management monitors this assumption on an ongoing basis.

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For the year ended December 31, 2021, there is no minimum funding requirement for the Pension Plan; however, management has committed to contribute at least \$2,400,000 to the Pension Plan during 2021. Estimated future benefit payments from the Pension Plan are as follows:

2022	\$	6,300,000
2023		6,500,000
2024		6,700,000
2025		7,100,000
2026		7,500,000
2027 through 2031		<u>38,900,000</u>
Total	\$	<u><u>73,000,000</u></u>

The following methods and assumptions are used to estimate the fair value of the Pension Plan's investments:

*Mutual and common stock funds and equity real estate investment trusts* are carried at fair value, based upon quoted market prices on nationally recognized securities exchanges (Level 1 inputs) or on quoted market prices of similar securities by relying on these securities' relationship to other benchmark quoted prices (Level 2 inputs). These techniques make use of assumptions that market participants would use in pricing the respective asset and may require some degree of judgment.

*Common and collective trust funds* that are readily marketable are determined by obtaining quoted prices on nationally recognized securities exchanges (Level 1).

*Money market funds* are valued at one dollar and are actively traded.

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The following tables summarize the Pension Plan's investments accounted for at fair value at December 31, 2021 and 2020 using the fair value hierarchy as described in note 7. The fair value amounts presented in the tables are intended to permit reconciliation of the fair value hierarchy to the amount of investments in the Pension Plan.

	<b>Assets at fair value as of December 31, 2021</b>			
	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Total</b>
Money market funds	\$ 569,019	—	—	569,019
Investments:				
Mutual funds:				
U.S. small-mid cap fund	4,620,607	—	—	4,620,607
U.S. large-cap equity fund	17,833,507	—	—	17,833,507
Global equity fund	16,887,760	—	—	16,887,760
Emerging markets fund	5,729,078	—	—	5,729,078
International equity fund	14,791,719	—	—	14,791,719
Equity real estate investment securities:				
Corporate debt – fixed income	1,194,881	—	—	1,194,881
Common stock – equity	5,093,624	—	—	5,093,624
Common stock – preferred	1,104,701	—	—	1,104,701
Common and collective trust funds:				
Small-cap value fund	5,093,360	—	—	5,093,360
Long-duration fixed income fund	40,982,350	—	—	40,982,350
Total investments	<u>113,331,587</u>	<u>—</u>	<u>—</u>	<u>113,331,587</u>
Total plan assets	<u>\$ 113,900,606</u>	<u>—</u>	<u>—</u>	<u>113,900,606</u>

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Assets at fair value as of December 31, 2020					
		Level 1	Level 2	Level 3	Total
Money market funds	\$	1,493,465	—	—	1,493,465
Investments:					
Mutual funds:					
U.S. small-mid cap fund		4,184,971	—	—	4,184,971
U.S. large-cap equity fund		15,958,189	—	—	15,958,189
Global equity fund		16,498,659	—	—	16,498,659
Emerging markets fund		4,777,356	—	—	4,777,356
International equity fund		13,105,924	—	—	13,105,924
Equity real estate investment securities:					
Corporate debt – fixed income		395,836	—	—	395,836
Common stock – equity		3,992,530	—	—	3,992,530
Common stock – preferred		1,432,115	—	—	1,432,115
Common and collective trust funds:					
Small-cap value fund		3,991,605	—	—	3,991,605
Long-duration fixed income fund		41,918,016	—	—	41,918,016
Total investments		106,255,201	—	—	106,255,201
Total plan assets	\$	107,748,666	—	—	107,748,666

The Joint Commission expects to contribute an additional \$2,694,000 during 2022 to the Supplemental Plans' investments designated for payment of benefits. Estimated annual future benefit payments from the Supplemental Plans are anticipated to range from \$693,500 to \$1,763,300 during the period from 2023 through 2026 and are expected to total \$1,011,900 during the period from 2027 through 2031. The benefit payments during 2022 are expected to total \$2,694,000 and are classified as current liabilities in the accompanying 2021 consolidated statements of financial position.

The Joint Commission also sponsors a 401(k) Smart Saver Plan whereby employees may contribute a portion of current earnings, up to certain limits established by the Internal Revenue Service, to the plan and The Joint Commission makes a matching contribution equal to 50% of the first 6% of annual salary contributed by the employee. The Joint Commission's expense under this plan includes its contributions and administrative fees, which were \$2,575,785 in 2021 and \$1,138,700 in 2020. The Joint Commission funds this plan on a current basis.

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**(9) Donor-Restricted Endowment Funds**

Endowment fund agreements are between The Center and various donors. The Center and its endowment funds are managed by The Joint Commission. As required by U.S. generally accepted accounting principles, net assets associated with endowment funds, including funds designated by The Joint Commission's Board to function as endowment funds, are classified and reported based on the existence of donor-imposed restrictions.

In the investment and handling of funds, The Joint Commission is subject to the law of Illinois, *The Uniform Prudent Management of Institutional Funds Act* (UPMIFA), which became effective June 30, 2009. The Board of The Joint Commission has interpreted UPMIFA as requiring preservation of the fair value of the original gift as of the gift date of donor-restricted endowment contributions absent explicit donor stipulations to the contrary. As a result of this interpretation, The Joint Commission classifies as donor-restricted net assets the original value of gifts donated to the donor-restricted endowment, the original value of subsequent gifts to the donor-restricted endowment, and accumulations to the donor-restricted endowment made in accordance with the direction of the applicable donor gift instrument at the time the accumulation is added to the fund.

The endowment fund was established with the intent of maintaining the fund permanently to fund the activities of The Center. However, if such permanent status becomes impractical or unwise, the donor agreement sets forth that the fund may be more expeditiously used in total to further the purposes of The Center. Any expenditure of permanent endowment must be approved by The Center's Board. In accordance with UPMIFA, the organization considers the following factors in making a determination to appropriate or accumulate donor-restricted endowment funds:

- (1) The uses, benefits, purposes, and duration for which the endowment fund was established
- (2) The duration and preservation of the fund
- (3) The purposes of the organization and the donor-restricted endowment fund
- (4) General economic conditions
- (5) The possible effect of inflation and deflation
- (6) The expected total return from income and the appreciation of investments
- (7) Other resources of the organization
- (8) The investment policies of the organization.

From time to time, the fair value of assets associated with individual donor-restricted endowment funds may fall below the level that UPMIFA requires The Center to retain as a fund of perpetual duration. These deficiencies result from unfavorable market fluctuations that occur after the investment of permanently restricted contributions. Any deficiencies of this nature are reported in net assets with donor restrictions and there were no such deficiencies as of December 31, 2021 and 2020, respectively. Gains and losses generated by the endowment assets are also classified as net assets with donor restrictions until they are

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appropriated for expenditure. If the fair value of the assets of the donor-restricted endowment fund is less than the amount required to be maintained permanently, the deficit or unrealized loss is classified as net assets with donor restrictions in the consolidated statements of activities.

The Center has adopted an investment policy for endowment assets that attempts to provide a reasonably predictable stream of funding to support its activities while seeking to preserve capital. Endowment assets include those assets of donor-restricted funds that The Center has the intent to hold in perpetuity as long as it is practical and for a term-specified period. However, if holding in perpetuity becomes impractical or unwise, the donor agreement sets forth that the fund may be more expeditiously used in total to further the purposes of The Center. The Center's policy requires assets to be invested in a manner that strives to produce results that exceed a passively invested benchmark composed of 70% Barclays Global Aggregate Index and 30% MSCI ACWI over a complete market cycle. The Center expects that its endowment assets, under the current strategy, will produce an average rate of return of 3%–4% annually. Actual returns in any given year may vary from this amount.

To satisfy its current rate of return objective, The Center relies on a strategy in which investment returns are achieved primarily through interest income and modest capital appreciation through investment in equity securities.

The Center has established the objective of using the realized appreciation and investment income on endowment assets to fund The Center's activities. Any return that is not required to meet spending shall be retained in the endowment funds and invested in accordance with the investment guidelines, until its expenditure is needed. However, the level of assets as of December 31, 2021 coupled with the current return objectives are insufficient to generate the level of income needed to fully fund the planned activities. The Center has begun to offer education and training on a fee for service basis in furtherance of its mission to transform healthcare into a high reliability industry and to expand its funding base. The Center may also receive funds from The Joint Commission.

As a supporting organization, The Center no longer actively pursues nor received donor-restricted endowment pledges in 2021 and 2020.

In 2021, The Joint Commission approved the transfer of \$2,500,000 of equity capital to unrestricted funding. This transfer was reflected as a reduction to the equity capital reported as board-designated funds functioning as endowment and an increase to The Center's undesignated net assets. The Joint Commission has provided equity capital of \$23,850,000 to The Center through December 31, 2021, which is reported as board-designated funds functioning as endowment in the accompanying consolidated statements of financial position. Furthermore, through December 31, 2021, The Joint Commission has provided \$26,975,000 of unrestricted funding to The Center used to support its operating deficit and future operations.

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Changes in the fair value of The Center's endowment investments and net assets by type of fund were as follows for the year ended December 31, 2021:

	<b>2021</b>		
	<b>Without donor restrictions</b>	<b>With donor restrictions</b>	<b>Total</b>
Investment return:			
Endowment yield (interest, dividends, and realized gains)	\$ 1,076,683	443,253	1,519,936
Unrealized gains on investments	622,102	245,294	867,396
Total investment activity	1,698,785	688,547	2,387,332
Net assets released from restrictions	443,253	(443,253)	—
Investment interest transfer to operating cash	(1,697,865)	—	(1,697,865)
Net investment return	444,173	245,294	689,467
Other changes in endowment investments:			
Transfers to use funds functioning as endowment and other changes	(4,810,185)	—	(4,810,185)
Total other changes in endowment investments	(4,810,185)	—	(4,810,185)
Net change in endowment investments	(4,366,012)	245,294	(4,120,718)
Endowment investments at:			
Beginning of year	28,514,556	10,512,315	39,026,871
End of year	\$ 24,148,544	10,757,609	34,906,153
Net assets by type of fund:			
Donor-restricted endowment	\$ —	10,425,000	10,425,000
Investment return	3,108,761	332,609	3,441,370
Board-designated funds functioning as endowment	21,039,783	—	21,039,783
Total – as above	24,148,544	10,757,609	34,906,153
Other donor-designated gifts	—	395	395
Classification as cash equivalents	2,810,217	—	2,810,217
Total net assets	\$ 26,958,761	10,758,004	37,716,765

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Changes in the fair value of The Center's endowment investments and net assets by type of fund were as follows for the year ended December 31, 2020:

	<b>2020</b>		<b>Total</b>
	<b>Without donor restrictions</b>	<b>With donor restrictions</b>	
Investment return:			
Endowment yield (interest, dividends, and realized gains)	\$ 1,256,592	437,830	1,694,422
Unrealized losses on investments	(218,385)	(83,117)	(301,502)
Total investment activity	1,038,207	354,713	1,392,920
Net assets released from restrictions	437,830	(437,830)	—
Investment interest transfer to operating cash	(1,215,000)	—	(1,215,000)
Net investment return	261,037	(83,117)	177,920
Other changes in endowment investments:			
Transfers to use funds functioning as endowment and other changes	(3,368,335)	—	(3,368,335)
Total other changes in endowment investments	(3,368,335)	—	(3,368,335)
Net change in endowment investments	(3,107,298)	(83,117)	(3,190,415)
Endowment investments at:			
Beginning of year	31,621,854	10,595,432	42,217,286
End of year	\$ 28,514,556	10,512,315	39,026,871
Net assets by type of fund:			
Donor-restricted endowment	\$ —	10,425,000	10,425,000
Investment return	2,664,588	87,315	2,751,903
Board-designated funds functioning as endowment	25,849,968	—	25,849,968
Total – as above	28,514,556	10,512,315	39,026,871
Other donor-designated gifts	—	395	395
Classification as cash equivalents	500,032	—	500,032
Net assets appropriated for spending yet to be withdrawn	(2,345,814)	—	(2,345,814)
Total net assets	\$ 26,668,774	10,512,710	37,181,484

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**(10) Functional Expenses**

The Joint Commission provides services and products that promote patient safety and quality in the delivery of healthcare services. Expenses related to providing these services and products approximated 79% of total expenses in 2021 and 2020, respectively. Expenses by function are as follows for the years ended December 31, 2021 and 2020:

	Program activities			Supporting		2021 Total consolidated expense
	The Joint Commission	Joint Commission Resources, Inc.	The Joint Commission Center for Transforming Healthcare	Total program activities	Management and general	
Salaries and benefits	\$ 95,503,521	26,717,177	2,109,463	124,330,161	29,131,651	153,461,812
Travel costs	17,579,868	383,987	16,017	17,979,872	(112,229)	17,867,643
Fees and services (a)	6,995,329	7,084,840	850,413	14,930,582	4,046,236	18,976,818
Office expense	4,618,964	1,165,312	56,530	5,840,806	5,486,420	11,327,226
Publishing and printing	1,543,790	1,084,333	138,750	2,766,873	359,051	3,125,924
Depreciation and amortization	3,568,341	617,925	267,953	4,454,219	2,585,984	7,040,203
Other operating expenses	2,035,590	865,033	55,845	2,956,468	3,283,006	6,239,474
Total expenses	<u>\$ 131,845,403</u>	<u>37,918,607</u>	<u>3,494,971</u>	<u>173,258,981</u>	<u>44,780,119</u>	<u>218,039,100</u>

  

	Program activities			Supporting		2020 Total consolidated expense
	The Joint Commission	Joint Commission Resources, Inc.	The Joint Commission Center for Transforming Healthcare	Total program activities	Management and general	
Salaries and benefits	\$ 78,929,488	27,863,683	2,631,821	109,424,992	26,509,325	135,934,317
Travel costs	8,548,701	702,111	17,517	9,268,329	(108,374)	9,159,955
Fees and services (a)	6,773,699	6,513,887	637,655	13,925,241	3,212,053	17,137,294
Office expense	5,376,661	1,109,838	56,484	6,542,983	5,013,982	11,556,965
Publishing and printing	571,791	1,109,923	247,575	1,929,289	339,434	2,268,723
Depreciation and amortization	3,788,317	566,243	299,712	4,654,272	2,716,040	7,370,312
Other operating expenses	2,202,482	1,358,954	65,873	3,627,309	2,205,337	5,832,646
Total expenses	<u>\$ 106,191,139</u>	<u>39,224,639</u>	<u>3,956,637</u>	<u>149,372,415</u>	<u>39,887,797</u>	<u>189,260,212</u>

(a) Net of intercompany eliminations

**(11) Net Assets with Donor Restrictions**

As of December 31, 2021, net assets with donor restrictions of \$10,758,004 (original gift \$10,425,395) are endowment funds which must be appropriated by the Center's Board before use. Donors specified the endowments funds to be maintained in perpetuity with the investment income and appreciation to support The Center's activities. The funds are time restricted until appropriated.

**THE JOINT COMMISSION ON ACCREDITATION  
OF HEALTHCARE ORGANIZATIONS AND AFFILIATES**

Notes to Consolidated Financial Statements

December 31, 2021 and 2020

**(12) Commitments and Contingencies**

The Joint Commission is subject to legal proceedings and regulatory investigations arising in the course of its normal business activities. In the opinion of management, any such matters will be resolved without material adverse effect on The Joint Commission's financial position or results of operations.

**(13) Joint Venture**

In March 2014, Joint Commission Resources, Inc. (JCR), in furtherance of its mission, entered into a joint venture agreement with a corporation in Hong Kong (joint venture partner) whereby JCR acquired a 49% ownership interest in a newly formed entity. The partnership set up a wholly foreign owned enterprise (WFOE) for the purposes of establishing an education and training institute for improving patient quality and safety in hospitals, and educating the hospital management in the People's Republic of China (PRC). During 2018, JCR and its joint venture partner agreed to expand the scope of services to include consultative technical assistance. In accordance with the agreement, the joint venture partner provided the initial capital and operational support for the newly formed entity, and JCR granted the limited use of its trademark and other intellectual property. JCR accounts for its share of the joint venture under the equity method of accounting.

**(14) Subsequent Event**

The Joint Commission has performed an evaluation of subsequent events through April 28, 2022, which is the date the consolidated financial statements were available to be issued, and noted no material subsequent events that require disclosure.

**THE JOINT COMMISSION ON ACCREDITATION  
OF HEALTHCARE ORGANIZATIONS AND AFFILIATES**

Consolidating Schedule of Statement of Financial Position Information

December 31, 2021

<b>Assets</b>	<b>The Joint Commission</b>	<b>Joint Commission Resources, Inc.</b>	<b>The Joint Commission Center for Transforming Healthcare</b>	<b>Intercompany eliminations</b>	<b>Consolidated</b>
<b>Current assets:</b>					
Cash, cash equivalents, and restricted cash	\$ 39,937,247	14,703,973	2,646,355	—	57,287,575
Accounts receivable – net of allowance for doubtful accounts of \$347,500	11,061,346	6,414,599	67,750	(1,269,148)	16,274,547
Inventory – net	—	320,990	—	—	320,990
Prepaid expenses	3,240,130	1,648,854	32,194	(548,231)	4,372,947
Total current assets	<u>54,238,723</u>	<u>23,088,416</u>	<u>2,746,299</u>	<u>(1,817,379)</u>	<u>78,256,059</u>
<b>Noncurrent assets:</b>					
Investments sold receivable	29,000,000	4,700,000	1,760,000	—	35,460,000
Investments	189,221,019	27,146,641	—	—	216,367,660
Endowment investments	—	—	34,906,153	—	34,906,153
Prepaid pension assets	3,541,517	—	—	—	3,541,517
Other long-term prepaid assets	1,633,948	—	—	—	1,633,948
<b>Property and equipment:</b>					
Land	4,204,400	—	—	—	4,204,400
Building	45,932,009	—	33,462	—	45,965,471
Leasehold improvements, office systems, furniture, and equipment	47,378,404	9,117,385	3,040,010	—	59,535,799
Total property and equipment	<u>97,514,813</u>	<u>9,117,385</u>	<u>3,073,472</u>	<u>—</u>	<u>109,705,670</u>
Less accumulated depreciation and amortization	<u>(65,544,695)</u>	<u>(6,362,547)</u>	<u>(2,476,940)</u>	<u>—</u>	<u>(74,384,182)</u>
Total property and equipment – net	<u>31,970,118</u>	<u>2,754,838</u>	<u>596,532</u>	<u>—</u>	<u>35,321,488</u>
Total noncurrent assets	<u>255,366,602</u>	<u>34,601,479</u>	<u>37,262,685</u>	<u>—</u>	<u>327,230,766</u>
Total assets	<u>\$ 309,605,325</u>	<u>57,689,895</u>	<u>40,008,984</u>	<u>(1,817,379)</u>	<u>405,486,825</u>
<b>Liabilities and Net Assets</b>					
<b>Current liabilities:</b>					
Current maturity of notes payable	\$ 1,070,000	—	—	—	1,070,000
Current installments of obligations under capital leases	640,550	—	—	—	640,550
Accounts payable	5,364,222	3,951,531	244,146	(1,269,148)	8,290,751
<b>Accrued expenses:</b>					
Compensation and benefits	6,037,386	1,375,955	116,878	—	7,530,219
Other expenses	1,627,912	2,267,463	32,393	—	3,927,768
<b>Deferred revenue:</b>					
Accreditation fees and deposits	2,638,692	1,038,896	—	—	3,677,588
Publications, educational programs, and other advances	548,230	7,991,822	125,306	(548,231)	8,117,127
Current portion of accrued postretirement benefits	2,472,000	222,000	—	—	2,694,000
Total current liabilities	<u>20,398,992</u>	<u>16,847,667</u>	<u>518,723</u>	<u>(1,817,379)</u>	<u>35,948,003</u>
<b>Noncurrent liabilities:</b>					
Notes payable – less current maturity and unamortized debt issuance costs	8,480,956	—	—	—	8,480,956
Obligations under capital leases – less current installments	4,448	—	—	—	4,448
Accrued pension and postretirement benefits	2,039,826	1,498,586	—	—	3,538,412
Total noncurrent liabilities	<u>10,525,230</u>	<u>1,498,586</u>	<u>—</u>	<u>—</u>	<u>12,023,816</u>
Total liabilities	<u>30,924,222</u>	<u>18,346,253</u>	<u>518,723</u>	<u>(1,817,379)</u>	<u>47,971,819</u>
<b>Net assets:</b>					
<b>Without donor restrictions:</b>					
Undesignated	278,681,103	39,343,642	1,773,496	—	319,798,241
Board-designated funds functioning as endowment	—	—	26,958,761	—	26,958,761
With donor restrictions – endowment	—	—	10,758,004	—	10,758,004
Total net assets	<u>278,681,103</u>	<u>39,343,642</u>	<u>39,490,261</u>	<u>—</u>	<u>357,515,006</u>
Total liabilities and net assets	<u>\$ 309,605,325</u>	<u>57,689,895</u>	<u>40,008,984</u>	<u>(1,817,379)</u>	<u>405,486,825</u>

See accompanying independent auditors' report.

**THE JOINT COMMISSION ON ACCREDITATION  
OF HEALTHCARE ORGANIZATIONS AND AFFILIATES**

Consolidating Schedule of Statement of Activities Information – Net Assets Without Donor Restrictions

Year ended December 31, 2021

	The Joint Commission	Joint Commission Resources, Inc.	The Joint Commission Center for Transforming Healthcare	Intercompany eliminations	Consolidated
Revenue:					
Annual accreditation subscription fees	\$ 93,911,552	—	—	—	93,911,552
Survey fees	72,353,245	14,568,464	—	—	86,921,709
Publications and multimedia	—	20,716,959	—	—	20,716,959
Educational programs	—	3,718,216	71,340	—	3,789,556
Consultative technical assistance	—	8,038,901	—	(77,675)	7,961,226
Continuous service readiness	—	6,841,908	—	—	6,841,908
Performance measurement activities	7,235,382	—	—	—	7,235,382
Other revenue and net assets released from restrictions	9,356,201	925,988	1,215,721	(8,141,002)	3,356,908
Total revenue	<u>182,856,380</u>	<u>54,810,436</u>	<u>1,287,061</u>	<u>(8,218,677)</u>	<u>230,735,200</u>
Expenses:					
Salaries and benefits	121,714,528	28,981,551	2,765,733	—	153,461,812
Travel costs	17,473,067	378,559	16,017	—	17,867,643
Fees and services	10,508,265	15,231,134	1,456,096	(8,218,677)	18,976,818
Office expense	9,222,257	2,029,472	75,497	—	11,327,226
Publishing and printing	1,902,767	1,084,407	138,750	—	3,125,924
Depreciation and amortization	5,902,693	845,767	291,743	—	7,040,203
Other operating expenses	5,062,742	1,105,745	70,987	—	6,239,474
Total expenses	<u>171,786,319</u>	<u>49,656,635</u>	<u>4,814,823</u>	<u>(8,218,677)</u>	<u>218,039,100</u>
Excess (deficiency) of revenue over expenses before investment income	11,070,061	5,153,801	(3,527,762)	—	12,696,100
Investment income	11,228,002	1,745,617	882,251	—	13,855,870
Excess (deficiency) of revenue over expenses	22,298,063	6,899,418	(2,645,511)	—	26,551,970
Other changes in net assets without donor restrictions:					
Change in net unrealized investment gains	2,449,260	249,385	622,102	—	3,320,747
Change in net periodic pension costs other	1,171,524	(45,043)	—	—	1,126,481
Change in unrecognized net defined-benefit plan costs not yet recognized in net periodic benefit cost	10,263,743	464,654	—	—	10,728,397
Change in net assets without donor restrictions	36,182,590	7,568,414	(2,023,409)	—	41,727,595
Net assets without donor restrictions – beginning of year	242,498,513	31,775,228	30,755,666	—	305,029,407
Net assets without donor restrictions – end of year	<u>\$ 278,681,103</u>	<u>39,343,642</u>	<u>28,732,257</u>	<u>—</u>	<u>346,757,002</u>

See accompanying independent auditors' report.