



AFFORDABLE HOUSING

The 2024 LeadingAge Annual Meeting offers a range of content and events that will be of special interest to aging services providers whose work touches affordable housing communities.

Sunday, October 27, 2024, 9:00 - 10:00 a.m.

Komen More than Pink Breast Cancer Fundraiser Run/Walk

Lace up your sneakers and join the charge towards a future without breast cancer at the Komen More than Pink Fundraiser/Walk – with the LeadingAge Team! Together, we'll march towards the finish line of a world without this devastating disease, one step at a time. We'll start in downtown Nashville – choose between the 5K run, 2 mile walk, or fundraise only options. Let's make strides towards a more than pink tomorrow!

Fee: \$25/person (guests welcome)

Sunday, October 27, 2024, 1:00 - 2:00 p.m.

101-A. Health & Wellness Programming in Affordable Housing

Residents of subsidized senior housing communities are at high risk for poor health outcomes and functional challenges due to their low incomes, advanced ages, and racial and ethnic diversity. This session will present an alternative. Presenters will share research showing that health and wellness programming activities in affordable housing communities can improve quality of life and enhance the ability of residents to perform activities of daily living. Representatives from three LeadingAge provider organizations will offer an overview of affordable housing-based programs that connect residents with education, technology, programming, and community resources. Presenters will provide guidance on program startup, implementation, and performance tracking and explore how to ensure that program models meet specific community needs.

- **Judy Collett-Miller**, Director of Technology Innovation, Parker Health Group, Inc.
- **Alisha Sanders**, Director of Program Design, Evaluation & Strategy, Volunteers of America National Services
- **Amanda Oberg**, LivWell Program Manager - Affordable Housing, Springpoint Senior Living

117-A. Federal Policy Updates Across the Continuum

You don't have to be a "policy wonk" to stay current on federal policy issues. You just need to spend an hour with the LeadingAge Policy Team. During this session, those team members will fill you in on the latest federal policy news for provider types spanning the aging services continuum, including affordable housing, nursing homes, and home and community-based services. LeadingAge policy experts will break down the latest news from the congressional, executive, and judicial branches and share their efforts to advocate for improved and expanded access, funding, and regulatory environments.

- **Linda Couch**, Senior Vice President of Policy and Advocacy, LeadingAge
- **Nicole Fallon**, VP, Integrated Services and Managed Care, LeadingAge
- **Mollie Gurian**, VP, Policy & Government Affairs, LeadingAge
- **Janine Finck-Boyle**, VP, Health Policy & Regulatory Affairs, LeadingAge

14-A. Living Well Initiative: A Sea Change for Community Planning

Housing the country's future aging population will require a sea change in how architects and planners think about community spaces, services, and what it means to grow older. That sea change is already taking shape through the Living Well Initiative, a consortium of Milwaukee-area corporations seeking to help future architects and designers consult with older adults as they imagine the future of senior housing. This session will describe a participatory research experience during which University of Wisconsin Milwaukee students worked with older adults to create alternative models of university-affiliated communities for older adults. Presenters will show you how to use the same techniques to imagine new housing options while integrating older adults into the community's social fabric.

- **Eric Harrmann**, Chief Design Officer, AG Architecture
- **Brian Schermer**, Professor, School of Architecture and Urban Planning, University of Wisconsin Milwaukee

Sunday, October 27, 2024, 2:30 - 3:30 p.m.

118-B. Looking to the Future of Affordable Senior Housing

Join this engaging discussion focusing on the role of mission-aligned affordable housing in the continuum of care and services for older adults. Presenters will help you look beyond "today" to learn more about new housing and services programs, policies, and implementation updates from the U.S. Department of Housing and Urban Development. You'll gain insights into how pivotal changes in our federal administration could impact the future of affordable senior housing and the older adults you serve.

- **Juliana Bilowich**, Director, Housing Operations & Policy, LeadingAge
- **Ethan Handelman**, Deputy Assistant Secretary for Multifamily Housing, Department of Housing & Urban Development (invited)

102-B. Helping Residents Manage Mental Health Challenges Across Settings

Join this engaging discussion focusing on the role of mission-aligned affordable housing in the continuum of care and services for older adults. Presenters will help you look beyond "today" to learn more about new housing and services programs, policies, and implementation updates from the U.S. Department of Housing and Urban Development. You'll gain insights into how pivotal changes in our federal administration could impact the future of affordable senior housing and the older adults you serve.

- **Alex Piriz Mookerjee**, Executive Director, Westminster Communities of Florida, Inc.
- **Jacqueline Sahhar**, Health Services Administrator, Westminster Communities of Florida, Inc.
- **Brian Parks**, Assistant Executive Director, Westminster Point Pleasant

Sunday, October 27, 2024, 4:00 - 5:00 p.m.

16-C. Preserving Owner-Occupied Homes with a Health Action Plan

Health Action Plans offer affordable housing developers an evidence-based process for embedding health-promoting features into the design of new housing or the repair of existing structures. This session will explore how six community-based organizations used these plans to address the health of older adults while repairing and modifying their homes. You'll learn how to identify the health needs of older homeowners, ensure their full engagement in the home modification process, and work with design and public health partners to select healthy building materials. Presenters will describe Health Action Plans used to preserve owner-occupied housing in Michigan and Maryland. You'll take home templates you can use to implement a Health Action Plan in your community.

- **Claire Louis**, Director of Thome Aging Well Program, Enterprise Community Partners
- **Mary Ayala**, Senior Program Director, National Initiatives, Enterprise Community Partners
- **Jessica Eiland Anders**, Michigan Program Director, Thome Aging Well Program, Enterprise Community Partners

28-C. Leadership Diversity: Welcoming Young People of Color

Increasing the diversity of your leadership team can help your organization improve its workplace culture and bolster its success. This session will show you how to help younger people from underrepresented racial and ethnic groups understand the opportunities available to them in the field of aging services. Learn about LeadingAge initiatives that can help you recruit and retain a diverse team and build the leadership skills of team members once they are hired. Leaders of color will be on hand to share their experiences working in aging services and to offer advice for building a diverse leadership team by opening doors for younger people of color and providing the support they need for a long and fulfilling career in our sector.

- **Beryl Bannerman**, Administrator, Witherspoon Senior Apartments
- **Natasha Bryant**, Senior Director of Workforce Research & Development, LTSS Center, LeadingAge
- **Laiya Haywood-Rollins**, Manager, Membership & Workforce, LeadingAge Virginia
- **Adrienne Powell Ruffin**, VP and Head of LTSS Strategic Initiatives and Operations, LTSS Center, LeadingAge
- **Lisha Galloway**, Resident Services Director, Edenwald

Monday, October 28, 2024, 8:15 - 9:15 a.m.

30-D. Creating Diverse Resident Councils in Affordable Housing

Housing communities assisted by the U.S. Department of Housing and Urban Development (HUD) thrive when residents are engaged, and their needs are heard by community staff. Resident councils represent one of the most effective strategies for achieving such engagement. This session will share promising practices for establishing and sustaining strong councils that bring together residents who speak various languages and are culturally, educationally, financially, and socially diverse. Presenters will walk you through the challenging steps involved in getting a resident council off the ground, review the latest HUD insights and requirements for these councils, and discuss how a housing community's staff can work with and support a resident council and ensure its sustainability.

- **Rhoda Byers**, Executive Vice President, Plano Community Home, Inc.
- **Steredrick Goodjoint**, Director of Campus Administration, Plano Community Home, Inc.
- **Zipporah Dunman**, Assistant to Administration, Plano Community Home, Inc.

121-D. Care in the Community: Policy Changes and Opportunities

2024 has been a year marked by monumental Medicaid policy changes that will drive the priorities of state Medicaid programs for years to come. The Program of All-Inclusive Care for the Elderly (PACE) continues to expand. The Medicare home health program remains a program in flux – reimbursement and access challenges persist while demand increases, especially as people desire to age in community. The Centers for Medicare & Medicaid Innovation launched the Guiding an Improved Dementia Experience (GUIDE) Model, which aims to support people living with dementia and their unpaid caregivers. Federal policy to support family caregivers is gaining more attention than ever before. Learn everything you need to know about the community-based care ecosystem and what's in store for 2025.

- **Mollie Gurian**, VP, Policy & Government Affairs, LeadingAge
- **Georgia Goodman**, Director, Medicaid, LeadingAge
- **Katy Barnett**, Director, Home Care & Hospice Operations and Policy, LeadingAge

42-D. Board Members are Leaders Too: How to Build a Better Board

Members of a nonprofit organization's board of directors have a choice. They can be passive boosters of the organization's mission or organizational leaders who provide vital support to help the organization achieve that mission. This session will help you steer your board toward the second option. Presenters will show you how to unlock the power that comes with having a board of directors that is committed to your organization's mission, aligned with management, and prepared to fulfill its separate and distinct role in the organization's hierarchy. You'll leave this session with a new appreciation for the importance of recruiting the best board candidates and helping them become fully engaged and empowered.

- **Robert Leamer**, Principal Advisor, Northampton Advisors
- **Jason Santiago**, President & CEO, Good Shepherd Communities

58-D. Affiliation: Last Resort or Best Path Forward?

Affiliation is often seen as a last resort for a troubled senior living community. However, deciding to join with another entity can also represent an organization's best path to achieving its strategic vision. This session will reframe the concept of affiliation by presenting the story of the Elder Care Alliance (ECA), which chose to pursue an affiliation after undergoing a robust strategic planning process. Presenters will offer a brief overview of the process ECA used to explore whether an affiliation would improve the odds of achieving its vision for success. Take home practical tools for identifying, pursuing, and evaluating potential affiliation partners. Explore key governance issues associated with one of the most significant decisions your board of directors may ever make.

- **Adriene Iverson**, President & CEO, Elder Care Alliance
- **David Knight**, VP of Business Services, Transforming Age
- **Mario McKenzie**, Partner, CLA

Monday, October 28, 2024, 9:45 - 11:30 a.m.

Keynote: Shawn Achor | Sparking Our Collective Potential

Achieving success is not just about what we can do individually, research tells us it's determined by how we complement, contribute to, and benefit from the abilities and achievements of people around us.

Shawn Achor, the renowned researcher and NYTimes bestselling author will draw on his rich academic background and a remarkable global journey, to unveil the power of interconnected happiness and its impact on success. From the halls of Harvard to the front lines of global adversity, his battle-tested insights offer a masterclass in elevating mindset and fostering resilience for aging services leaders and their teams.

Monday, October 28, 2024, 3:00 - 4:00 p.m.

124-E. Taking Stock: A Review of NSPIRE's First Year

The National Standards for the Physical Inspection of Real Estate (NSPIRE), a new housing oversight and inspection protocol for multifamily housing providers, is preparing to celebrate its first anniversary. How did the first year of NSPIRE go? During this session, a senior official at the U.S. Department of Housing and Urban Development (HUD) will join a LeadingAge housing expert and a housing provider to share their perspectives on HUD's new program for inspecting safety in affordable housing. Don't miss this opportunity to learn what changes are coming to the inspection process, how to prepare for and respond to inspections, and who to contact for variances.

- **David Guthridge**, Executive Director of Affordable Housing, CJE SeniorLife - Housing Management Service
- **Juliana Bilowich**, Director, Housing Operations & Policy, LeadingAge
- **Ryan Lafollette**, Speaker, U.S. Department of Housing and Urban Development

31-E. You Belong Here: Creating Inclusive Spaces For LGBTQ+ Older Adults

In 2011, photographer Heidi Wagner created a portrait series called the Passions Project to capture the unwavering spirit of older adults who are redefining aging. This session will feature an inclusive conversation between Wagner and three LGBTQ+ older adults she photographed during the project. Take this opportunity to hear directly from LGBTQ+ older adults about their experiences and how they deal with issues of race and gender identity. Attendees will receive a toolkit of questions, conversation formats, and resources they can use to host similar inclusive conversations in their communities.

- **Heidi Wagner**, Photographer/Creator, Passions Project / Heidi Wagner Photography
- **Three LGBTQ+ older adults**, Photographed During This Project

61-E. Your Lifecycle Stage: What is it and Why Does It Matter?

What stage in the Nonprofit Lifecycle does your organization find itself? Is it a young organization at the Idea Stage or the Startup Stage? Or has it moved into the Growth, Maturity, Stagnation, or Decline stages? Knowing the answer to these questions can help your organization develop critical capacity-building, growth, and regeneration strategies that could contribute to its long-term strength and sustainability. This session will help you identify your organization's current Lifecycle Stage and explore strategies to help you keep moving forward. Two LeadingAge member organizations—one at the Growth Stage and the other at the Maturity Stage—will describe how their boards aligned their planning processes with their Lifecycle Stage to adopt regeneration strategies for their organizations.

- **Beverly Asper**, Director, Baker Tilly
- **Alicia Titus**, Chief Experience Officer, Messiah Lifeways
- **Nadia Geigler**, CEO, The Admiral at the Lake

140-E. Add a Little Fun to Your Workplace Culture

What's the secret to creating an exciting, enjoyable work environment that can help you retain current employees and attract new talent? It's simple: Don't take yourself too seriously. This session will show you how to add a little fun to your workplace culture by creating an atmosphere of trust, levity, lightness, and enjoyment that will tickle team members and bring joy to residents. The speaker will share ideas for sparking fun during huddles, meetings, and one-to-one conversations, promoting meaningful workplace relationships, and encouraging employees to let their personalities shine. You'll return home ready to cultivate a work environment that makes your organization a desirable, engaging, and fun place to work.

- **Julie Thorson**, President/CEO & Head Coach, Friendship Haven

Monday, October 28, 2024, 4:30 - 5:30 p.m.

126-F. State Policy Solutions to National Senior Housing Challenges

This session will highlight state and local efforts to find new ways to develop affordable housing and services for older adults. Presenters will spark your imagination with examples of such innovations as securing waivers to include Program of All-Inclusive Care for the Elderly (PACE) partners in the housing development process and incorporating service coordination in tax credit development budgets. You'll have the opportunity to review innovations implemented by three Massachusetts-based affordable housing projects that leveraged PACE waivers to reduce Low-Income Housing Tax Credit rents. Join a brainstorming exercise aimed at identifying potential allies who could help you meet the housing needs of older adults.

- **Emily Levine**, Chief of Advocacy, 2Life Communities
- **Amy Schectman**, CEO, 2Life Communities
- **Lizbeth Heyer**, President, 2Life Communities

32-F. DEIB: How Belonging Influences Talent Retention

Organizations can achieve measurable business outcomes, including higher talent retention rates, by building inclusive, diverse cultures. This session will examine how Asbury Communities in Frederick, MD, made Diversity, Equity, Inclusion, and Belonging (DEIB) a central strategy when setting its goal to decrease staff turnover by 10% over two years. Presenters will describe the tools that made their strategy a success, including a "Belong at Asbury" program, which strives to make Asbury Communities a place of psychological safety, a "Belong Council," which develops plans and policies to enhance Asbury's diversity, and "Belonging Moments," during which team members talk about their lived experience with prejudice. Join this session to review resources that Asbury developed to promote DEIB.

- **Mike Bartosek**, Chief Human Resources Officer, Asbury Communities, Inc.
- **Belinda Degboe**, Director of Well-being, Asbury Communities, Inc.

Tuesday, October 29, 2024, 8:15 - 9:15 a.m.

144-G. Enhancing Quality through Teamwork in Affordable Housing

Working in subsidized senior housing communities is most rewarding when all the community's team members pull in the same direction. Unfortunately, this teamwork doesn't always come naturally due to restraints and restrictions imposed by the U.S. Department of Housing and Urban Development. During this session, representatives of AHEPA Senior Living in Fishers, IN, will share their secret for improving teamwork between a housing community's property management and service coordination teams. Presenters will explain how to establish healthy communication and working relationships across these teams by setting clear boundaries, being supportive, and fostering understanding. Discover the rewards and benefits of teamwork, explore the need for confidentiality in communications about residents, and review approaches you might take to resolving difficult situations.

- **Jennifer Parks**, Director of Service Coordination, AHEPA Management Company
- **Sandra Dzankovic**, Director of Operations, AHEPA Management Company

Tuesday, October 29, 2024, 9:45 - 11:30 a.m.

Keynote: Cynt Marshall | Igniting Authentic Leadership

As the aging population continues to grow, our field is undergoing profound transformation, demanding visionary leadership to move toward a shared vision and mission. Cynt Marshall, the trailblazing CEO of the Dallas Mavericks and former Senior Vice President of Human Resources at AT&T, has a proven track record of identifying and developing leaders at every level. With over 36 years of experience as a dynamic force for culture transformation, Ms. Marshall has mastered the art of fostering growth, nurturing talent, and aligning employees with the mission and vision of organizations. She will provide us with a blueprint for leading with authenticity and driving meaningful change in our field.

In 2018, Mark Cuban hired Cynt Marshall as the CEO of the Dallas Mavericks, where she became the first black female CEO in the history of the NBA. Most recently, her Dallas Mavericks made a surprise appearance in the 2024 NBA Finals.

Tuesday, October 29, 2024, 3:00 - 4:00 p.m.

95-H. Developing New Section 202 Housing: A Primer for Providers

Looking for ways to develop affordable housing through the U.S. Department of Housing and Urban Development's Section 202 program? Then this session is for you. A financing expert and housing consultant will walk you through the Section 202 application process, explain scoring criteria, review estimated timelines, and examine the variety of financing sources that can come together to fill out a project's capital stack. Presenters will pay special attention to the benefits of combining Federal Housing Administration-insured 221(d)(4) debt with a new Section 202 Capital Advance and the importance of the RAD for PRAC Conversion program in structuring new Section 202 developments. Learn how owners and developers have used the Preservation Rent Increase to overcome gaps in funding or reduce deferred developer fee requirements.

- **Mark Oswanski**, Vice President, Hampden Park Capital & Consulting, LLC
- **John Ardovini**, Director, Transactions Division, U.S. Department of Housing & Urban Development
- **Ian Wiesner**, Senior Vice President of Facilities Advancement, Presbyterian Villages of Michigan

67-H. Building Housing and Engagement through Partnerships

When Deerfield Episcopal Retirement Community decided to build affordable housing in its hometown of Asheville, NC, it didn't go it alone. Instead, Deerfield forged an innovative partnership with Asheville Area Habitat for Humanity. Together, the two organizations coordinated the construction of 10 safe, affordable, well-built homes that received global recognition for design excellence. This session will highlight Deerfield's innovative collaboration, how that collaboration promoted volunteerism and intergenerational engagement, and how the partners plan to continue impacting the Asheville community. You'll take home actionable strategies for replicating this successful program and exploring the advantages of intergenerational and interfaith collaboration.

- **Libby Bush**, President and CEO, Deerfield Episcopal Retirement Community Inc
- **Michelle Wooley**, Director of Philanthropy, Deerfield Episcopal Retirement Community Inc
- **Tim Kurtz**, Resident & Charitable Foundation Board Member, Deerfield Episcopal Retirement Community Inc
- **Andy Barnett**, CEO, Asheville Area Habitat for Humanity

Tuesday, October 29, 2024, 4:30 - 5:30 p.m.

131-I. How Developers Can Combat Threats to Housing Preservation

State Housing Finance Agencies (FHA) use Low-Income Housing Tax Credits (LIHTC) to promote the preservation of existing affordable housing and close loopholes that threaten that preservation. Housing developers play an equally important role in protecting and preserving existing affordable housing. This session will give housing providers the tools they need to address the greatest threats to the existing LIHTC housing stock, including qualified contracts and the nonprofit right of first refusal. Presenters will offer specific, actionable solutions that housing providers can implement to combat these threats so they can provide stable housing options to older adults with low incomes well into the future.

- **Moha Thakur**, Policy, National Housing Trust
- **Alexander Hagstrom**, Attorney, BC Davenport, LLC

Tuesday, October 29, 2024, 5:30 - 6:30 p.m.

Affordable Housing Reception | Omni Nashville, Music Row 4

Join us for a relaxed and fun reception for affordable senior housing providers! We'll gather together to share laughs, stories, drinks, and snacks.

All are welcome to attend. Please [RSVP](#) by Oct. 11. Questions? Contact Juliana Bilowich, jbilowich@leadingage.org.

Wednesday, October 30, 2024, 8:00 - 9:00 a.m.

98-J. Renewing and Recapitalizing Your Section 8 Property

Are you getting the most out of your Section 8 rental subsidy while balancing the ever-growing compliance obligations that come with these contracts? This session will update you on the latest rules and regulations for the Section 8 program and outline critical information about your Section 8 contracts, including their renewal options. Presenters will show you how mark-to-market and other options outlined in Chapter 15 of the Section 8 Renewal Guide can pave the way to significant recapitalizations, allowing you to tackle big capital needs projects and cash out to finance other activities within your mission. You'll walk away with a greater understanding of how you can benefit from a maximized Section 8 contract.

- **Gates Kellett**, Principal, Gates Development Group, LLC
- **Courtney Nuzzo**, Executive Director, The Lewinsville

23-J. Advancing Sustainability Efforts While Reinforcing Mission and Values

Cedar Community in West Bend, WI, is committed to protecting the environment and being a good neighbor in the communities where its five campuses are located. The organization backed up that commitment by giving the Cedar Lakes Conservation Foundation 100 acres of land in a primary environmental corridor. This session will explore how Cedar Community's efforts to promote ecological sustainability have affected its marketing, public relations, fundraising, and operations. Presenters will offer tips for addressing sustainability issues while planning new construction, repositioning, and renovation work. Discover how powerful storytelling about sustainable design can garner stakeholder support, improve marketing efforts, and elevate organizational mission.

- **Jennifer Sodo**, Senior Living Market Leader, Eppstein Uhen Architects
- **Nicole Pretre**, President & Chief Executive Officer, Cedar Community
- **Rhiannon Jacobsen**, Managing Director, U.S. Market Transformation & Development, U.S. Green Building Council

36-J. Pursuing Health Equity for Community-Dwelling Older Adults

Representatives of three New Jersey-based aging services organizations will be on hand during this session to describe their participation in a regional collaborative that addresses inequities that community-dwelling older adults encounter when accessing preventive and primary care. Presenters will describe the Leaders in Equity and Diversity collaborative and share its successes, lessons learned, pitfalls encountered, and plans to enhance and expand its efforts to identify and address social factors that affect health. Learn how to partner with community-based organizations to combat inequities, identify barriers presented by the social determinants of health, and address unmet needs for care and services among community-dwelling older adults.

- **Carol Silver-Elliott**, President & CEO, Jewish Home Family
- **Donnalee Corrieri**, Chief Communications and Marketing Officer, New Bridge Medical Center
- **Theresa Edelstein**, Regulatory Consultant, LeadingAge New Jersey/Delaware
- **Maureen Cafferty**, Sr. Vice President & General Counsel, Springpoint Senior Living

Wednesday, October 30, 2024, 9:30 - 10:30 a.m.

24-K. AIA Design for Aging Review: Affordable Housing Merit Award Winners

Go behind the scenes of the American Institute of Architects 2023 Design for Aging Review to meet the designers of two award-winning affordable senior housing projects. Gramercy Senior Housing, built on the site of a former towing yard owned by the City of Los Angeles, provides much-needed housing to older adults who struggle to find affordable housing in one of America's most expensive housing markets. Stonewall House in Brooklyn's Fort Greene neighborhood is the country's largest LGBTQ-welcoming senior housing development. Presenters will explore how architecture and design foster inclusive communities, how affordability and sustainability coexist, and how integrating senior housing into the larger community improves residents' quality of life.

- **Alexis Burck**, Senior Living Studio Leader, SmithGroupJJR
- **Kevin Daly**, Founder, Principal, Kevin Daly Architects
- **Danielle Cerone**, Director, Marvel Designs
- **Philippe Saad**, Principal, DiMella Shaffer

37-K. Intersectionality in Action: Building Inclusive Leadership

Senior living organizations have made strides in their efforts to increase diversity from the bottom up. Now, it's time to help women and minorities advance beyond middle management and into leadership roles. During this session, Chia-Lin Simmons, CEO of the technology company LogicMark, will stress the importance of intersectionality: the interconnected nature of social categorizations like race, class, and gender. Simmons will use her experience as a woman of color in the tech industry to describe how overlapping and independent systems of discrimination or disadvantage can create blind spots that prevent certain groups from developing their skills and progressing into leadership roles. She'll also identify critical next steps to promote a more equitable and inclusive workplace.

- **Chia-Lin Simmons**, CEO, LogicMark

100-L. What You Can Do About Rising Property Insurance Rates

Are you concerned about your affordable housing community's rising property insurance costs? The session will offer advice on addressing insurance woes head-on by changing how you approach building operations and capital improvements. Experienced insurance professionals and affordable housing providers will educate you about what's behind current insurance pressures, why the affordable housing field is uniquely affected, and what help may be on the way. Learn how to improve your insurance rates by prioritizing property maintenance and planning significant renovations and system upgrades. Get tips on building better relations with brokers and carriers. Don't miss this opportunity to learn how to manage, respond to, and predict insurance costs and coverages for your properties.

- **Christy Zeitz**, CEO, Fellowship Square Foundation, Inc.
- **Dan Flavin**, Vice President, Commercial Insurance Dept, Griffin Owens Insurance Group

152-L. How to Rally Your Team Around a Culture of Excellence

Organizational culture” can be an overused, theoretical term that is often misunderstood. During this session, aging services providers from Washington State will clarify your understanding of culture and increase your appreciation for its role in your organization. Representatives of Parkshore Senior Living in Seattle will share their formula for building a great employee experience by rallying team members around a Culture of Excellence. The vice president of people at Transforming Age in Bellevue will describe how senior leaders can influence that Culture of Excellence by promoting authenticity, transparency, mission orientation, communication, and trust. Gain practical tools for activating your Culture of Excellence through everyday business practices, including hiring, onboarding, and mentoring.

- **Gary Jacobs**, Executive Director, Parkshore
- **Anthony Milionta**, HR Director, Parkshore
- **Karen Brandt**, VP of People, Transforming Age