

LEADERS OF COLOR NETWORK

SUGGESTED SESSIONS

SUNDAY, NOVEMBER 05, 2023

1:00 – 2:00 p.m.

40-A. Helping Your Board Change Before It Must

It's not always easy to understand the changing and complex environment in which aging services organizations operate. As a result, an increasing number of organizations wait too long to hold critical discussions about their future, acting only when serious issues can no longer be ignored. To ensure organizations "change before they must," aging services CEOs must provide board members with the information they need to engage in critical discussions and make decisions about organizational change. This session will highlight the techniques several LeadingAge member organizations use to help their boards embrace change. Participants will take home tools to help their boards evaluate current trends and review future scenarios for financial and organizational health. Don't miss this chance to help your board move from understanding to action.

- *Stephen Fleming, President & CEO, The Wellspring Group*
- *Tim Webster, Present & CEO, Brightspire*
- *Diane Burfeindt, Managing Principal, Trilogy Connect*

75-A. Learn How to Shine in the Media Spotlight

CEOs of aging services organizations carry out many tasks for which they've been well-trained. But in recent years, CEOs have found themselves saddled with a new responsibility that tests their comfort levels and their self-confidence. They must regularly represent their organizations—and, by extension, the field of aging services—in the news media. Establishing good media relations is critical for your organization's future, but it's not easy, even for the most seasoned executives. This session will introduce you to the skills you need to give good interviews, speak in public, and deliver your messages with maximum impact. Presenters will use role-playing to help you put what you learn into practice. Take home tips to help you shine in the media spotlight.

- *Lisa Sanders, Sr. Director, Media Relations & Editorial, LeadingAge*
- *Gwen Fitzgerald, Director, Public Messaging, LeadingAge*
- *Colleen Knudsen, Media Relations Manager, LeadingAge*
- *Susan Donley, Senior Vice President, Marketing and Communications, LeadingAge*

2:45 – 3:45 p.m.

41-B. Support Your Leadership Team During Executive Transition

The field of aging services will soon have the largest cadre of newly minted C-level executives and leadership teams in its history. Integrating these new executives into well-established teams requires a support system that helps team members grow and develop as leaders who can drive organizational success. This session will highlight new approaches to creating well-developed transition and coaching plans for leaders throughout your organization. Participants will discover how to build higher-functioning teams, improve retention of new executives and existing team members, and facilitate individual and organizational growth. Listen as speakers describe their personal experiences with transition and leadership support initiatives, identify best practices in executive onboarding, and share resources to help your leadership team grow and develop.

- *Ann Gillespie, CEO, Collington – A Kendal Affiliate*
- *Elizabeth Feltner, Chief Executive Officer, Deffet Group, Inc.*
- *Erica Thrash-Sall, CEO, Horizon House*
- *Nancy King, Executive Coach, NKK, LLC*

42-B. Support, Elevate, and Inspire Your Frontline Caregivers

Frontline professional caregivers are resilient, innovative, and hardworking. Yet, many of these caregivers have complex and challenging lives outside of work and need individual encouragement and support to envision and attain their goals. Unfortunately, few organizations in the field of aging services have clear and equitable systems to provide this support. During this session, staff from the LeadingAge LTSS Center @UMass Boston and executives of two Minnesota-based provider organizations will help you discover how peer mentors, workforce development experts, and quality improvement models can help you support, elevate, and inspire every team member in your community.

- *Robyn Stone, SVP, Research/Co-Director, LTSS Center, LeadingAge*
- *Natasha Bryant, Sr. Director of Workforce Research & Development, LTSS Center, LeadingAge*
- *Jenna Kellerman, Director of Workforce Strategy & Development, LeadingAge*
- *Christy Brinkman, Senior Administrative Leader, Essentia Health Oak Crossing*
- *Amanda Gruber, Director of Life Enrichment, Three Links Care Center*

4:30 – 5:30 p.m.

3-C. The Future of Business

To remain competitive in a rapidly evolving business environment, organizations in the field of aging services must transform themselves by embracing new technologies, implementing new processes, and adopting new business models. This session will transport you to the future. Presenters will discuss emerging digital transformation trends and examine how organizations can leverage technology to drive efficiencies and innovation. They'll also explore the challenges and opportunities associated with digital transformation and provide insights into best practices for navigating this complex landscape. Whether you're a CEO, a manager, or an IT professional, you'll walk away with valuable insights about the future of business and what it takes to succeed in a digital era.

- *Dusanka Delovska-Trajkova, CIO, Ingleside*
- *Scott Code, Vice President, CAST, LeadingAge*
- *Travis Gleinig, CIO, United Methodist Communities*
- *Ravindar Chockalingam, VP Project Management and Process Transformation, ArchCare*

30-C. First Steps: How a Life Plan Community Began Its DEI Journey

In 2019, Trinity Woods, a faith-based, single-site life plan community in Tulsa, OK, faced a stark reality: not one person of color lived at Trinity Woods, and its board of directors and leadership team lacked diversity. A sequence of events, including the 2021 centennial of the Tulsa Race Massacre, created a heightened awareness of racial injustice that dramatically influenced the direction of Trinity Woods. This session will explore the community's efforts to expand its commitment to diversity. Presenters will describe how the life plan community provided housing and support to Afghan refugees, increased the ethnic diversity of its board, trained team members to recognize their implicit bias, and took steps to increase the diversity of the people it serves.

- *Steve Dickie, CEO, Trinity Woods*
- *Weldon Tisdale, Chaplain, Trinity Woods*
- *Jerome Steele, CFO and VP of Finance, Trinity Woods*

43-C. LeadingAge and UNCF: Creating the Next Generation of Leaders

In 2020, LeadingAge and the United Negro College Fund (UNCF) formed a partnership aimed at increasing awareness of careers in the field of long-term services and supports (LTSS) among underrepresented racial and ethnic groups. This session will explore the new LeadingAge/UNCF partnership and its efforts to improve the racial and ethnic diversity of mid- and senior-level management teams in the LTSS field. Presenters will give you details about an employer-based fellowship program the partners are piloting, describe the benefits of partnerships between historically Black colleges and universities and providers of aging services, and introduce you to the many ways you can participate in creating the next generation of senior leaders in aging services.

- *Robyn Stone, SVP, Research/Co-Director, LTSS Center, LeadingAge*
- *Adrienne Powell Ruffin, VP & Head, LTSS Strategic Initiatives and Oper., LTSS Center, LeadingAge*
- *Natasha Bryant, Sr. Director of Workforce Research & Development, LTSS Center, LeadingAge*
- *Mary Williams, Director of Outreach and Recruitment, United Negro College Fund (UNCF)*

MONDAY, NOVEMBER 06, 2023

8:30 – 10:30 a.m.

KEYNOTE: FROM STRENGTH TO STRENGTH



ARTHUR C. BROOKS, PH.D.

Harvard professor, Ph.D. social scientist, columnist at *The Atlantic*, and *New York Times* best-selling author

Arthur C. Brooks teaches courses on leadership, happiness, and social entrepreneurship at the Harvard Business School and is the William Henry Bloomberg Professor of the Practice of Public Leadership at the Harvard Kennedy School. Outside the classroom, he speaks to audiences around the world about human happiness during thought-provoking presentations that blend cutting-edge science, ancient wisdom, philosophy, music, and art. Dr. Brooks also writes "How to Build a Life," a weekly column in *The Atlantic* magazine that tackles questions of meaning and happiness. His 12 books include the 2022 bestseller *From Strength to Strength*, in which he shows readers how to accept the gifts of the second half of life with grace, joy, and ever-deepening purpose.

11:00 a.m. – 12:00 p.m.

44-D. Intentional Leadership Development for Succession Planning

Succession planning in nonprofit senior living organizations has traditionally focused solely on replacing chief executives who are leaving the field of aging services due to retirement or burnout. This session will offer you a new, proactive way to manage executive transitions through a succession planning process that gives your organization's existing leaders access to career ladders and allows you to create a diverse, intergenerational leadership team that is ready to work with a new CEO. Representatives from two organizations will describe the processes they used to identify and advance current leaders. A succession planning expert will share best practices for melding leaders from diverse backgrounds and levels of experience into a well-established leadership team ready to advance your organization's priorities without disrupting its culture or mission.

- *Kevin Schwab, Chief Executive Office, Givens Communities*
- *Christian Grunder, HR Director, Givens Communities*
- *Elizabeth Feltner, Chief Executive Officer, Deffet Group, Inc.*
- *Dee Brown, SVP, Human Resources, Covenant Living Communities and Services*

143-D. Retention Roadmap for Senior Care Leaders

Employee turnover continues to burden senior living communities, affecting their bottom line and, in some cases, threatening their quality of care. Fortunately, effective leaders have found ways to improve the situation. During this session, a workforce retention expert and a senior living leader will present strategies for extending the tenure of employees working in your community. Presenters will walk you through an audit to help you assess where to focus your retention efforts and to help you prioritize retention initiatives that can help you earn the greatest return on investment with the smallest commitment of time. You'll leave the session energized to make retention a reality in your organization and equipped with a roadmap for implementing retention activities.

- *Cara Silletto, President & CEO, Magnet Culture, formerly Crescendo Strategies*
- *Leigh Anna Compton, Director of HR, Still Hopes*

2:45 – 3:45 p.m.

45-E. Let's Talk About It: Conversations CEOs Should Be Having

What's the most critical conversation in an aging services organization? It's the one that should be taking place between CEOs and the employees who report directly to them. These candid conversations allow team members to tell the CEO how they really feel about their job, their organization, and their leaders. This session will explore why these life-changing conversations aren't occurring nearly as often as they should be and why this situation could damage your organization's culture and cause valuable employees to leave. Obtain insights and tools to help you remain open to hearing what your employees want to tell you. Listen as leaders who have participated in these conversations share what works, what doesn't work, and what they have learned.

- *Matt Garcia, Chief People and Central Iowa Operations Officer & Executive Director, WesleyLife*
- *Julie Thorson, President/CEO, Friendship Haven*

62-E: Expanding Access to Aging Services in Rural America

A national collaborative led by Lutheran Services in America is working to make sustainable community-based services and supports more widely available to underserved older adults in rural communities of Minnesota, Montana, North Dakota, and South Dakota. This session will provide an overview of the Rural Aging Action Network and how it builds partnerships with local organizations to connect low-income older adults with services and supports in their homes and communities of choice so they can age in place with dignity and respect. Join researchers from the LeadingAge LTSS Center @UMass Boston and the director of aging initiatives at Lutheran Services in America for a close-up look at this grassroots initiative.

- *Verena Cimarolli, Director, Health Services Research and Partnerships, LTSS Center, LeadingAge*
- *Robyn Stone, SVP, Research/Co-Director, LTSS Center, LeadingAge*
- *Ashley Washington, Director, Aging Initiatives, Lutheran Services in America*

113-E. Prepare for Health Emergencies with Collaborative Research

COVID-19 may have moved out of its emergency phase, but the lockdowns imposed in long-term care settings during the height of the pandemic left a lasting impression. This session will share the results of an 18-month research project aimed at helping residents, family members, providers, and staff at four senior living communities work together to better understand the impact of COVID-related social isolation so they could prepare for future health emergencies. Presenters will discuss education and research topics that researchers identified in collaboration with residents, families, and other partners. The session will end with a discussion of how leaders in the field of aging services can plan for health emergencies, safety initiatives, and quality improvement programs in partnership with residents and families.

- *Sonya Williams, Director of Life Enrichment and Culture Change, A.G. Rhodes Health & Rehab Cobb*
- *Penny Cook, Chief & Culture Officer, Center for Innovation*
- *Bev Johnson, President/CEO, Institute for Patient and Family Centered Care*

4:30 – 5:30 p.m.

7-F. Driving Digital Transformation Through Stakeholder Engagement

Successful digital transformation in skilled nursing settings requires an interdisciplinary approach that ensures positive outcomes for residents and team members alike. This session will feature case studies demonstrating how several organizations took interdisciplinary approaches to implementing a variety of technologies, including interactive nurse call systems, fall reduction solutions, rehabilitation robots, and virtual reality headsets. You'll hear about the steps involved in engaging all stakeholders—including frontline caregivers, managers, IT staff, and vendors—in technology projects from the beginning. Presenters will also address the use of artificial intelligence, the benefit of initiating small pilot programs, and the importance of measuring success.

- *David Pomeranz, Chief Operating Officer, RiverSpring Living*
- *David Finkelstein, CIO, RiverSpring Living*
- *David Siegelman, Vice President, Rehabilitation Services, Hebrew Home at Riverdale – RiverSpring Living*
- *Angela Belfer, Clinical Project Manager, RiverSpring Living*

33-F. No Two Brains Are Alike: Seeing Mental Health Through a DEI Lens

The term “neurodiversity” is not often mentioned during discussions about diversity, equity, and inclusion (DEI)—but it should be. Neurodiversity refers to the fact that individuals think, learn, process information, and behave in diverse ways because no two brains are alike. This session will explore why neurodiversity should play a central role in our conversations about workplace health. Presenters will discuss why organizations seeking to create an inclusive and welcoming work environment must promote the psychological safety of all team members, including those living with autism, ADHD, and mental health conditions. CEOs on the panel will speak candidly about the challenges they face as they navigate their neurodiversity while reassuring other team members that they are not alone.

- *Carrie Shaw, Embodied Labs*
- *Marvell Adams, Jr., Founder & CEO, W Lawson*

47-F: Career Pathways for Frontline Caregivers in Aging Services

Most frontline professional caregivers in the field of aging services want to advance in their careers. But only some of these caregivers are interested in becoming registered nurses. Fortunately, there are alternative career pathways they can pursue. This session will explore those pathways. Team members from the LeadingAge LTSS Center @UMass Boston, and a leader at Rush University Medical Center’s Social Work and Community Health department, will explore how providers of aging services can create career pathways to help frontline professional caregivers pursue jobs in social work or other social services roles, including care managers and service coordinators. You’ll hear from providers who created non-traditional career pathways and from direct care professionals who have followed those pathways.

- *Jenna Kellerman, Director of Workforce Strategy & Development, LeadingAge*
- *Natasha Bryant, Senior Director of Workforce Research & Development, LTSS Center, LeadingAge*
- *Robyn Stone, SVP, Research/Co-Director, LTSS Center, LeadingAge*
- *Bonnie Ewald, Managing Director, Center for Health and Social Care Integration, Rush University Medical Center*

82-F. Speak with Confidence, Clarity and Credibility in a Crisis

Providers of aging services are no strangers to scrutiny, but COVID-19 and its aftermath have brought them more attention than ever. Residents, families, staff, regulators, and the public are watching these providers closely, and demanding honest, proactive, and effective communication. This session will provide examples and practical tips to help you improve your communications, even if you don’t have someone on staff to handle public relations. Get the help you need to establish a consistent communication pattern, whether you are dealing with a large-scale crisis, releasing a routine operational update, or sharing an upbeat, feel-good story. Take home best practices and lessons to help you speak with confidence, clarity, and credibility, especially in times of uncertainty and confusion.

- *Deke Cateau, Chief Executive Officer, A.G. Rhodes Health & Rehab*
- *Mary Newton, PR & Communications Consultant, M. Newton Communications*

8:30 – 9:30 a.m.

34-G. Getting Unstuck: A Guide for Sustaining Diversity Efforts

Are you concerned that your organization hasn't done enough to implement a diversity, equity, and inclusion (DEI) initiative? Frustrated that your DEI council hasn't been as active as you would like? Confused about how to restart your DEI journey? You are not alone. DEI initiatives take time and energy, and sometimes they get stuck. This session will present case studies of aging services organizations that have overcome barriers to move their DEI initiatives forward. Presenters will use the Appreciative Inquiry 5-D Cycle framework to guide participants as they prepare to develop DEI initiatives and measure their success in sustaining diversity efforts. Participants will take home strategies and techniques for integrating diversity efforts into organizational culture, structure, and strategic planning.

- *Marsha Wesley Coleman, Director of Leadership Development & Training, Friends Services Alliance*
- *Jennifer Jimenez Marana, CEO/Founder, Marana Consulting*

48-G. Getting Your Board Ready for Oversight, Insight and Foresight

Your aging services organization must stay one step ahead of changing circumstances if it's going to succeed in a complex and often uncertain operating environment. But how? This session will explore practical strategies to help you give your governing board and executives the tools they need to work collaboratively as they plan and prepare for the future. Let experts in the field of aging services help you understand the difference between strategic and operational planning and why both are necessary. Find out how to equip board members and leaders to measure your organization's impact, manage its risk and compliance, and navigate the ever-changing regulatory landscape. You'll walk away with a better understanding of boardroom best practices and recommendations for improving board management.

- *Dottie Schindlinger, VP, Thought Leadership, Diligent*

65-G. Wisconsin Wisdom: the Secret to Competitive Advantage

Are you looking for a process to help define your organization's competitive advantage in today's market and reposition your campus to maintain a competitive edge? Then you'll want to hear from the four Wisconsin-based providers of aging services participating in this panel discussion. These organizational leaders will tell you about their vision for the future of their campuses; how they approached building renovation, repositioning, and new construction; the partnerships they created or pursued to enhance services; their creative solutions to address employee recruitment and retention; and how they foster effective relationships and communication to garner approval for new projects. Don't miss this opportunity to hear from leaders with diverse skills and backgrounds, including experience in sales and marketing, development, healthcare, fundraising, and hospitality.

- *Paul Kuenning, CEO/President, Fairhaven Retirement Community*
- *Jennifer Sodo, Senior Living Market Leader, Eppstein Uhen Architects*
- *Nicole Pretre, President & Chief Executive Officer, Cedar Community*
- *Teresa Gatto, COO, Clement Manor, Inc.*
- *Marje Murray, COO, Oakwood Lutheran Senior Ministries*

10:00 a.m. – 12:00 p.m.

KEYNOTE: RADIANT REBELLION



KAREN WALROND

Leadership coach, author, photographer, and leader at the Brené Brown Education and Research Group

Karen Walrond is a leadership and activism coach, a best-selling author, and an avid photographer who has a passion for helping people build leadership, empathy, and communication skills so they can change the world. Karen uses storytelling and vivid imagery to connect with people and organizations and to provide concrete solutions that can be implemented easily. Trained as a civil engineer and attorney, Karen's books include *The Beauty of Different*, which challenges readers to revel in their own uniqueness, and *The Lightmaker's Manifesto*, which explores how we can change the world by identifying what brings us joy and what sparks our empathy and concern. In her upcoming book, *Radiant Rebellion*, Karen turns her attention to the experience of aging by exploring how to rebel against the ageist fads and assumptions that hold us back, redefine the adventure of getting older, and create a shining future of expanded potent

2:45 – 3:45 p.m.

23-H. Blueprints for the Future of Aging Services: Perspectives from CEOs

Does the senior living community where you work today align with your vision of the community where you'd like to live in the future? What would it take to bridge the gap between your aspirations and current realities in the field of aging services? During 2023, 10 visionary chief executives of LeadingAge member organizations pondered these and other questions during a series of conversations designed to create a blueprint for the future of our field. This session will feature a panel discussion among CEOs who participated in those dialogues. Panelists will summarize their previous conversations and discuss ways leaders in the field of aging services can spur innovation by developing new senior living models, appealing to prospective residents based on their aspirations, and balancing cutting-edge visions with the realities of implementation.

- Ben Gilchrist, President & CEO, Southminster
- Gretchen Cobb, Chief Operating Officer, Royal Oaks Retirement Community
- Merintha Pinson, Senior Associate, Perkins Eastman Architects PC
- Timothy Johnson, Immediate Past CEO, Frasier
- Daniel Cinelli, Senior Principal, Perkins Eastman Architects PC

131-H. Advocacy Messages: Telling Your Story to the Right People

Despite the global pandemic, nationwide staffing shortages, and legislative mandates, senior living organizations continue to provide high-quality care, offer meaningful employment opportunities, and meet vital community needs. That's why providers of aging services must tell their stories to elected officials, policymakers, and community leaders who can help them continue offering high-quality services and supports to older residents and clients. This session will provide practical guidance for organizations seeking to build an effective advocacy program that reaches the right people with the right messages at the right time. Representatives of one LeadingAge member organization will share their approach to advocacy communication. Learn how to develop and deliver an effective advocacy messaging program that doesn't require significant time and resources.

- Sallie Williams, VP of Advancement, Heritage Ministries

148-H. Find Academic Partners to Help You Attract and Retain Talent

Eaton Senior Communities (ESC) in Lakewood, CO, has been working with educational institutions for over 15 years to provide internship opportunities for undergraduate students. This session will describe how the initiative helped ESC attract and retain talent to work in its affordable housing community, which offers residents a multitude of supportive services. Explore ESC's program from the perspectives of the organization, former interns, educational partners, and residents. Learn how ESC created a framework that allows students from a variety of disciplines to gain practical experience throughout the organization. Let presenters tell you about their successes and the lessons they learned. Take home ideas for developing academic partnerships and creating internship opportunities within your organization.

- *Garrett Chism, Faculty, Metropolitan State University of Denver*
- *Brianna Haskins, Director of Community Development, Eaton Senior Communities, Inc.*
- *Sarah Schoeder, Director of Wellness Initiatives, Eaton Senior Communities, Inc.*
- *Diana Delgado, President & CEO, Eaton Senior Communities, Inc.*

4:30 – 5:30 p.m.

50-I. Helping Your Board Lead During Challenge and Change

In the wake of the COVID-19 pandemic, senior living organizations are focused squarely on big challenges, like retaining or rebuilding their teams, navigating an unpredictable economic climate, and making difficult strategic choices. How an organization's board of directors leads—or fails to lead—during these times of change can make or break an organization. This session will show you how to strengthen your board through strategic recruitment and ongoing attention to board development. Discover how to recruit board members whose skills align with your organization's needs and then provide those board members with continuing education so they understand the organization's work, priorities, and challenges. Delve into the board's important communication role, and gain tips for helping board members deliver clear messages that resonate with important audiences.

- *Annetha Hall, Board Chair, The Kendal Corporation*
- *Jane Mack, President/CEO, Friends Services Alliance*
- *Mike Gross, President, AKCG – Public Relations Counselors*

70-I. Taking the Guesswork Out of Philanthropy

There's no need to rely on guesswork when discerning whether a philanthropy program will help your organization advance its mission. This session will show you how to use data to find answers. The vice president for philanthropy at the Givens Communities in Asheville, NC, and two life plan community advisors, will describe the organization's Culture of Giving study, which documents resident and stakeholder attitudes about giving. The study helped the Givens Communities test potential giving opportunities, develop an aspirational case for support, and create a plan to grow a community culture of giving. Let presenters show you how resident and stakeholder data can help you develop and refine strategic initiatives, engage potential donors, and confidently initiate or elevate a giving program.

- *Kevin Schwab, Chief Executive Office, Givens Communities*
- *Brian Guengerich, Vice President of Philanthropy, Givens Communities*
- *Michelle Melton, Vice President, Marketing and Philanthropy, WellPointe Advisors LLC*
- *David Ratchford, Strategy and Development, WellPointe Advisors LLC*

134-I. Washington Update: Policy Insights from LeadingAge

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 tell you what you need to know as we enter election season and the second session of the 118th Congress. Presenters will fill you in on new guidance from the Centers for Medicare & Medicaid and the U.S. Department of Housing and Urban Development, recent executive orders and fact sheets from the White House, and the latest news about pending legislation and Congressional hearings. You'll walk away knowing what's going on in the White House, on Capitol Hill, and in federal agencies—and what it all means for you and your organization.

WEDNESDAY, NOVEMBER 08, 2023

8:30 – 9:30 a.m.

12-J. Generative AI in Aging Services: ChatGPT and Beyond

Generative AI is a form of machine learning that can produce text, video, images, and other types of content by learning the patterns and structure of data and then generating new data with similar characteristics. Does AI have a role to play in your organization? This session will help you answer that question. Participants will hear from providers already using Generative AI. These presenters will discuss the potential challenges of implementing Generative AI in aging services, including the need to balance AI with human interaction and the importance of governance to ensure that AI is used responsibly and ethically. They will also share best practices for ensuring transparency, accountability, and stakeholder engagement when implementing this new technology.

- *Scott Code, Vice President, CAST, LeadingAge*
- *Maia Hightower, EVP, Chief Digital Technology Officer, UChicago Medicine*
- *Rama Chellappa, Bloomberg Distinguished Professor, Biomedical Engineering*
- *Joe Velderman, Vice President of Innovation, Cypress Cove at HealthPark Florida*

37-J. DEI in the C-Suite: Leading Candid Conversations about Racism

Employees at all levels of a living organization must be involved in its mission to become more diverse, equitable, and inclusive. C-Suite executives, who are primarily white and male, must lead the way, but they need help. During this session, a panel of senior living leaders will share strategies and tools C-Suite executives can use to step outside their comfort zones, engage in conversations about racism, and encourage others to do the same. Presenters will explore how racism affects different groups and what each group can do to address that racism. They'll also offer tips for creating a safe space in your organization for all team members—including C-Suite executives—to speak candidly and courageously about institutional racism and their role in dismantling it.

- *Phillipe Saad, Principal, DiMella Shaffer*
- *Kendra Roberts, Vice President of Operations, HumanGood Inc.*
- *Marvell Adams, Jr., Founder & CEO, W Lawson*

10:00 – 11:00 a.m.

52-K. Coaching: A New Approach to Leadership Development

It's standard practice for aging services organizations to use consultants or a train-the-trainer model to offer leadership development programs to groups of team members. But a growing number of organizations are rethinking this leadership development model. Instead, they're investing in one-on-one coaching that meets individual leaders "where they are" and focuses on the continual evolution of the person being coached. This session will explore the experience of one senior living organization in the early stages of developing a coaching culture using internal and external coaches. Presenters will describe how their organization's coaching initiatives differ from traditional leadership development programs. They'll help you understand the impact of coaching on leaders, teams, and organizational culture, and will give you tips for implementing an efficient and cost-effective coaching system.

- *Nicole Maag, Chief of Residential Services, Brio Living Services*
- *Michelle Henderson, CHRO, Brio Living Services*

72-K. Maximize and Measure Your Fundraising Efforts

How do you decide which donors are most likely to support your organization? How can you identify strategic partners to help you in your fundraising efforts? And how will you know if your philanthropy program is effective and efficient? Presenters of this session will help you answer these questions. Let them guide you through the process of identifying and prioritizing donors who can help you meet your goals and strategic partners who can help you seize creative fundraising opportunities. You'll become familiar with key metrics to help you allocate your precious fundraising resources to activities with the greatest impact. Head home with actionable ideas and tools for maximizing and measuring your fundraising efforts.

- *Nicole Pretre, President & Chief Executive Officer, Cedar Community*
- *Sarah Malchow, Chief Administrative Officer, Cedar Community*

11:30 a.m. – 12:30 p.m.

39-L. Intergenerational Living: Planning for Diversity and Connection

Intergenerational communities are heading for a resurgence due to their ability to reduce social isolation and loneliness, fight ageism, boost residents' quality of life, and attract older adults seeking to age in diverse, dynamic, and connected communities. This session will provide essential information you can use to plan an intergenerational community. Experts in finance, marketing, and architecture will join a senior living provider to describe intergenerational communities around the globe. Panelists will share their experiences developing these communities and offer insights into the challenges of incorporating this living model into existing communities or new developments. They'll also share innovative tools to help you design, finance, and market your intergenerational community.

- *JinHwa Paradowicz, Senior Associate, Perkins Eastman Architects PC*
- *Kendra Roberts, Vice President of Operations, HumanGood, Inc.*
- *Tad Melton, Managing Director, Ziegler*
- *Woof Saar, Perkins Eastman Architects PC*

53-L. Getting Comfortable with Transformational Projects

Taking on one transformational project would challenge any organization's management and board of directors. So, when Resthaven, a 75-year-old, single-site senior living organization in Holland, MI, took on two transformational projects simultaneously, it knew it needed a foolproof strategy for success. Join Resthaven's CEO and board chair as they describe how their community carried out a new campus expansion while also moving ahead with plans to lease a new independent living building in an urban setting. They'll explain how an engaged team effort helped Resthaven reach its goals during the pandemic and in the face of increased construction costs and rising interest rates. Take home strategies for planning and building in a volatile operating environment.

- *Deedre Vriesman, President & CEO, Resthaven Care Community*
- *Lyn Dalye, Executive Vice President, HJ Sims*
- *Nate Baumann, Partner and Financial Planner, LVZ Financial Planning*
- *Eric Krull, Executive Vice President, THW Design*