

Leaders of Color Network

SUGGESTED LEADERSHIP SUMMIT SESSIONS AND ACTIVITIES



MONDAY, APRIL 17

10:00 – 11:30am

Leadership Summit Coffee Chat and Networking: Powered by the Leaders of Color Network

The Leadership Summit Coffee Chat and Networking provides all members an opportunity to meet, greet, and connect with their colleagues before the start of the Leadership Summit—ensuring you don't miss any of the valuable educational content.

Location: "The Retreat" inside the OmniShoreham Hotel

12:00 – 3:00pm

Keynote + Leadership Lunch: Michael C. Bush

Michael C. Bush is a global chief executive with over 25 years of experience leading small and mid-sized organizations through transformational growth. Driven by a love of business and an unwavering commitment to fair and equitable treatment, Bush acquired ownership of Great Place To Work® in 2015 and currently serves as its CEO. Great Place To Work® is a global people analytics and consulting firm that helps companies of all sizes produce better business results by focusing on the work experience of every employee. The company produces Fortune's annual list of the 100 Best Companies to Work For®, the World's Best Workplaces™ list, the 100 Best Workplaces for Women™ list, the Best Workplaces for Diversity™ list, and dozens of other distinguished workplace rankings around the world.

3:30 – 5:00pm

1-A. Strategic Relationships: Understanding the Potential of Partnerships

Whether your organization is planning for strategic growth, looking to strengthen its resources, or concerned about its long-term sustainability, it's important to start your planning process by welcoming a variety of perspectives to the table. This session will offer a roadmap to help your organization's leaders and board members work together to develop relationships and partnerships that can help you consider your organization's strategic options in a thoughtful and analytical way. Learn how to engage your organization's leaders, board members, and partners in critical conversations that provide insights and information, answer essential questions, and clarify the "why" that will move your strategy forward. Explore the types of strategic relationships you might pursue. Acquire the tools you need to help board members take an active role in setting your organization's strategic direction.

Speaker: Diane Burfeindt, Managing Principal, Trilogy Connect, Sanibel, FL

2-A. Finding Your Path to an Equitable and Inclusive Culture

Creating a more inclusive culture within your organization must start with listening to the opinions and needs of residents, clients, and team members. Goodwin Living, a senior living organization near the nation's capital, set out to improve both its workplace and resident cultures by creating an internal Diversity, Equity, and Inclusion (DEI) committee led by staff and residents. Working together, this group brought about seemingly small changes that had a huge impact on the organization's culture. Listen as staff, residents, senior leadership, and a board member describe how they started their organization's DEI journey and how DEI initiatives were supported by the organization's leadership and board. Learn about the organization's successes, challenges, and setbacks. There's no "one size fits all" guidebook for tackling DEI issues, but this session will provide valuable insights from one community that developed its own path.

Speaker: Theresa Thomas, Associate Executive Director, Goodwin House Alexandria, Alexandria, VA

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5:30 – 6:30pm

Welcome Reception

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6:30 – 8:30pm

LeadingAge Dinner and Conversation with Reverend Dr. Zina Jacque: Powered by the Leaders of Color Network

LeadingAge will host a dinner and conversation with Katie Smith Sloan, CEO of LeadingAge, and Reverend Dr. Zina Jacque, Board Chair of Network Senior Campuses and Assistant to the Pastor for Small Groups at Alfred Baptist Street Church (Alexandria, VA). Dinner attendees will hear from Dr. Jacque on the eve of her Keynote Address to conference attendees. Reverend Dr. Jacque will discuss her personal and professional journey and the importance of leaders of color having courageous conversations about race with people from diverse backgrounds and perspectives.

Location: LeadingAge National Office (2519 Connecticut Ave., NW; Washington, DC)

Space is limited. [Please contact Amma Addo](#) for more information.

TUESDAY, APRIL 18

9:00– 10:30am

7-B. Future Ready: Increasing A Board's Strategic Competency

The rapid pace of change in the senior living environment makes it necessary for an organization's leaders to continually think ahead so they are ready to respond to evolving opportunities and challenges. Boards of directors have an important role to play in positioning their organizations for the future. Board members fulfill that role by actively participating in strategic thinking and working hard to build strong partnerships with the organization's executive team. Panelists in this session will explore structures and practices that support the development of a strategically focused board. They'll provide practical suggestions for increasing a board's competency to do strategic work and will identify factors that will influence the success of that work. Session participants will have the opportunity to share practices that have helped them increase their boards' strategic focus.

*Speakers: Melissa Andrews, President & CEO, LeadingAge Virginia, Glen Allen, VA
Jane Mack, President/CEO, Friends Services Alliance, Blue Bell, PA*

8-B. Supporting Leadership Diversity in Aging Services

Inequities within the long-term services and supports (LTSS) workforce—and a lack of diversity among mid-level managers and senior leaders of LTSS organizations—have existed for many years. This session will highlight LeadingAge efforts to change this reality. Through the HBCUs-LTSS Careers Initiative, LeadingAge is collaborating with UNCF, the nation's largest minority education organization, to engage historically Black colleges and universities, other minority-serving institutions, and providers of aging services in partnerships to improve racial and ethnic diversity in mid- and upper-level positions at LTSS organizations. Another initiative, called the Leaders of Color Network, facilitates career advancement for emerging, mid- and senior-level leaders of color in aging services. Presenters will share details about these two initiatives and describe activities, planned for 2023, that are designed to support leadership diversity in our field.

*Speakers: Adrienne Powell Ruffin, VP & Head of LTSS Strategic Initiatives & Operations, LeadingAge, Washington, DC
Deke Cateau, LeadingAge Board Member and CEO, A.G. Rhodes, Atlanta, GA
Robyn Stone, SVP, Research/Co-Director, LTSS Center, LeadingAge
Moniqua Acosta, Director of Volunteer Services, Landis Homes Retirement Community
Natasha Bryant, Senior Director of Workforce Research & Development, LeadingAge, Washington, DC*

11:00am – 1:30pm

Keynote + Leadership Lunch: Reverend Dr. Zina Jacque

Reverend Dr. Zina Jacque is chair and president of the board at National Senior Communities (NSC), which provides ongoing strategic planning, policy development, and compliance support to a national system of nonprofit life plan communities. Before becoming board chair, she served as chair of NSC's Diversity, Inclusion, and Corporate Social Responsibility Advisory Committee. Dr. Jacque came to the world of senior living from a community engagement background. During her career, she has served on the staff of multicultural, urban, and suburban churches, and worked extensively in higher education, in the fields of mental health and wellness, and for faith-based nonprofit organizations. Dr. Jacque was the first Black dean of admission at a women's college and the first Black female pastor at Community Church of Barrington.

1:45 – 3:15pm

12-C. It's Time to Expand Your CEO Candidate Pool

Is a CEO search in your organization's future? Then it's time to start making plans to expand the pool of potential job candidates that you'll consider for your organization's most important position. Many search committees miss out on hiring topnotch leaders because they make the mistake of seeking out only individuals who look like, think like, and have the same backgrounds as they do. During this session, an expert in executive placement and cultural onboarding will help you expand your CEO search to include people of color and women. Find out how to implement a more inclusive selection process, what stumbling blocks to expect, and where to turn for help. Hear stories about search committees that intentionally transformed their existing practices to create a more equitable CEO search process.

Speaker: Lisa Brown Alexander, President & CEO, Nonprofit HR Solutions, Washington, DC

14-C. Methods for Expanding Your Workforce Pipeline

Recent estimates suggest that the field of aging services will need an additional 1.2 million caregivers within the next 10 years to provide the services and supports that a growing older population will need. Given demographic shifts and the impact of COVID-19 on team members, providers of aging services have no choice but to explore every avenue possible to bolster their workforces. This session will explore a variety of methods for building the workforce pipeline, such as recruiting students and refugees, establishing and nurturing community partnerships, and implementing innovative staffing models. Presenters will review recruitment messaging for each audience, identify key influencers who can deliver those messages, and offer tips on the best way to talk to potential employers, as demonstrated by research conducted through LeadingAge's Opening Doors to the Aging Services Workforce initiative.

*Speakers: Jenna Kellerman, Workforce Strategy & Development Director, LeadingAge, Washington, DC
Christy Kramer, Vice President, Student Engagement and Workforce Relationships, LeadingAge, Washington, DC*

3:45 – 5:15pm

16-D. What a Strategy Officer Can Do For You

In today's competitive aging services landscape, ambitious organizations are investing in strategy officers to help them look for growth and expansion opportunities, find new ways to fulfill their missions through partnerships, and seek out new revenue streams. Hear how several strategy officers in LeadingAge member organizations are working with their CEOs, leadership teams, and boards of directors to lead change. Gain a deeper understanding of the key responsibilities of strategy officers and why their added skills and perspectives play such a pivotal role in driving business and mission success. Learn how strategy officers are observing and responding to market changes, analyzing competitor performance, developing and refining their organization's business strategy, influencing strategic decision making, and identifying and managing new strategic opportunities.

*Speakers: Meredith Boyle, Senior Vice President, Strategic Initiatives, Mather, Evanston, IL
David Tiesenga, Chief Strategy Officer, Holland Home, Grand Rapids, MI*

17-D. Mission Expansion through Outreach to Communities of Color

Providers of aging services looking to expand their missions and grow their bottom lines must begin working to identify new consumers from diverse backgrounds who will want to take advantage of their programs and services. Attendees at this session will hear from three providers who launched innovative outreach programs designed to do just that. Get details on a three-year pilot designed to better understand the desires and values of a variety of older adult populations, an Ambassador Program that works with local communities of worship to provide food, social engagement, and transportation options to underserved older adults; and an intergenerational congregate meal service that provides food, transportation, and other services to people of the Islamic faith. Representatives of all three organizations will discuss why they are doing this work, the barriers they have encountered, and their strategies for overcoming those barriers.

*Speakers: Valerie Carter, Board of Trustees, LifeSpire of Virginia, Glen Allen, VA
Tufail Chaudhry, President, Islamic Society of Baltimore's Golden Age Village, Catonsville, MD
Kathy E. Pointer, Director, Kingdom Care Senior Village, Washington, DC*

WEDNESDAY, APRIL 19

9:00 – 10:30am

23-E. How Vulnerability Helps You Become an Authentic Leader

Being an authentic leader means allowing yourself to be vulnerable, even when you're uncomfortable. Authentic leaders recognize their unique leadership attributes, but they also let go of the assumption that they must have all the answers. Instead, they exercise genuine curiosity in their approach to leadership, and aren't afraid to call on others to fill gaps they cannot fill. How can you lead as your most authentic self in a way that is sustainable and brings you joy? In this session, a diverse panel of providers will help you answer that question by describing their own paths to authenticity and the important role vulnerability played in shaping their leadership style. Learn how your authenticity can benefit your aging services organization and how vulnerability can teach you the most important lessons of your career.

Speakers: Dennis Russell, Consultant, Rose Villa, Portland, OR

Ashley M. Tanner, Senior Executive of Long Term Care Services, Sidney Health Center – Extended Care, Sidney, MT

24-E. How Poverty May Be Affecting Your Workforce

Direct care workers play a vital role in helping aging services organizations fulfill their mission to care for a growing older population. Yet, despite their importance to our field, these caregivers are often overworked and underpaid, and more than half live in or near poverty, according to recent research. This session will examine how poor job quality drives poverty among direct care workers and how it affects both their health and financial well-being. Gain an understanding of the challenges facing the direct care workforce and discover how providers and policymakers are making a difference in the jobs and lives of team members with low incomes. Hear from LeadingAge members who are addressing the disparities that team members experience by offering food and financial assistance programs, access to health clinics, and financial stewardship classes.

Speaker: Robert Espinoza, Vice President of Policy, PHI National, Bronx, NY

11:00am – 12:30pm

28-F. Creating an Engagement Culture through Relationship-Centered Teams

Relationships matter in most aspects of our lives, including the workplace. Research shows that empowered direct care professionals have better attitudes, performance, and efficiency—and that nurses working with these caregivers are happier and more likely to remain employed. Having a best friend at work can make it seven times more likely that you will be an engaged employee. Using lessons learned from culture change and person-directed care models, presenters of this session will show you how to create a healthy, relationship-centered culture in your workplace. Learn about changes and policies that can help your organization create a staff-led model where team members at all levels are supported, engaged, and thriving. Hear case studies and get tips to help your organization transition from a traditional hierarchical workplace to a healthy relationship-centered culture.

Speaker: Jenna Kellerman, Workforce Strategy & Development Director, LeadingAge, Washington, DC

30-F. Policy Update: Workforce

LeadingAge member organizations are posting job openings that attract no applicants and turning away potential residents and clients because there are not enough employees to provide the care those older adults need. Turnover is increasing across aging services organizations and leadership positions are vacant. What's the solution to these growing workforce challenges? During this session, members of the LeadingAge Policy Team will consider how federal action to expand the pipeline of workers and increase immigration could help address workforce challenges in the field of aging services. Policy Team members will review LeadingAge's workforce policy priorities for the 118th Congress and their hopes for action from Congressional committees with influence over workforce policy. Explore the role that immigration reform could play in stabilizing the aging services workforce. Learn how to make sure policymakers understand your workforce concerns.

Speakers: TBD

12:00 – 5:30pm

Congressional Hill Visits