



WORKFORCE

The 2024 LeadingAge Annual Meeting offers a range of content and events that will be of special interest to attendees interested in focusing on workforce issues.

Sunday, October 27, 2024, 10:00 - 11:30 p.m.

The Test Documentary

THE TEST is a short documentary that follows the story of Eric Frimpong, a Ghanaian immigrant who works as a maintenance worker at a large retirement center in Virginia. After eight years, Eric dreams of bringing his wife and three children to the US. The final obstacle to their long-awaited reunion is passing the U.S. Citizenship test. Two senior residents, Jill and Carl Miller, journey alongside Eric to tutor him to pass the test that will define his future.

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

136-A. Resettlement Agencies: Partners in Workforce Development

The United Nations High Commissioner for Refugees estimates that there were 108.4 million displaced people and 35.3 million refugees worldwide at the end of 2021. More than 60,000 refugees entered the United States in 2023 alone, and the U.S. Census Bureau estimates that migration will be the primary driver of our nation's population growth by 2030. This session will explore how providers of aging services can recruit members of growing migrant and refugee populations to fill the millions of direct caregiver openings projected for the coming decade. Presenters will share strategies for hiring and training migrants and refugees by establishing formal partnerships with refugee resettlement agencies. Learn how to prepare your organization for a new, robust pipeline of caregivers.

- **Jenna Kellerman**, Senior Director, Workforce, PHI National
- **Robin Wolzenburg**, Vice President of Housing & Clinical Services, LeadingAge Wisconsin

26-A. Helping Frontline Caregivers Navigate Microaggressions

Many frontline professional caregivers have experienced microaggressions at one time or another while working in senior living organizations. These everyday slights, insults, and putdowns generally come from well-intentioned individuals who may be unaware they have engaged in demeaning ways. Intended or not, microaggressions can profoundly impact individuals across a wide range of identities. This session will delve into the nature of microaggressions and offer actionable strategies to help individuals and leaders address them. Presenters will demonstrate a mindfulness technique that helps professional caregivers proactively address and cope with microaggressions. You'll return home better able to recognize the manifestations and impact of microaggressions and create a proactive and supportive environment for frontline caregivers in your organization.

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

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

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

137-B. Testing Ways to Bolster Home Care Profession

Two home care agencies in Richmond, VA, are testing a four-pronged approach they hope will bolster the home care profession by acknowledging the value of professional care providers and increasing their retention rates. The pilot programs are assessing the effectiveness of four interventions: increasing professional caregiver compensation, offering subsidies to increase caregiver access to transportation, providing high-quality training and career advancement activities, and improving the capacity of agencies to track data and measure outcomes. During this session, representatives of the two agencies and a home care aide will share their experiences with the pilot programs and assess the impact those programs have had on both agencies and caregivers. You'll take home lessons you can apply to your organization.

- **Natasha Bryant**, Senior Director of Workforce Research & Development, LTSS Center, LeadingAge

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

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

138-C. Working with a Labor Union to Fill Staffing Gaps

When Cabrini of Westchester in Dobbs Ferry, NY, found itself with a severe gap in staffing after COVID-19, its Human Resources team knew it had to "think outside the box" to hire the certified nursing assistants (CNA) it needed to serve a growing resident population. This session will highlight Cabrini's solution: collaborating with 1199 SEIU, the Service Employees International Union, to plan, implement, and manage a nursing assistant apprentice program. Presenters will describe the program, which offers on-the-job training and pay to apprentices who join the Cabrini team after passing New York State's nursing assistant competency exam. Learn what it takes to collaborate with a labor union to fill staffing gaps.

- **Simone Faulkner-Smith**, Director of Human Resources, Cabrini of Westchester

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

122-D. Workforce Policy: Charting the Future

Workforce challenges remain one of the most pressing issues facing aging services. This session will explore the intricacies and nuances of federal workforce policy opportunities and challenges, including the finalized nursing home staffing standard and its implications across the care continuum. Through interactive and candid discussions, participants will gain a deeper understanding of pending workforce legislation and hear how LeadingAge is shaping the conversation on Capitol Hill to preserve access to care, expand pathways into the aging services sector, and increase opportunities for international caregiver recruitment.

- **Nicole Howell**, Director, Workforce Policy, LeadingAge

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

5-E. How HIT Incentives and Federal Interoperability Standards Can Ease Today's Staffing Challenges

Across our industry senior care providers recognize the role that health information technology (IT) can play in addressing the ongoing staffing crisis. This session will explore how adopting interoperable technology solutions can help to improve productivity and enable professional caregivers to perform their jobs more efficiently. Representatives of LeadingAge Gold Partner, PointClickCare, will discuss the importance of access to technology and how widespread adoption will lead to improved outcomes and happier team members. You'll gain insights into the importance of interoperability standards and why aligning state and federal standards can ensure that health IT investments benefit clinical staff and high-need residents.

- **Bill Charnetski**, EVP, Health System Solutions and Government Affairs, PointClickCare

44-E. Succession Planning for Mid-Level Managers

There's no shortage of advice for creating a succession plan for your organization's chief executive. However, the coming surge in retirements among aging services leaders won't be limited to the CEO position. Organizations must also prepare for an expected increase in retirements among mid-level, long-tenured directors, managers, and technicians who run teams and have valuable institutional knowledge. This session will examine a process for building and maintaining a succession plan for a variety of positions. Presenters will show you how to use technology, alongside recruitment and mentorship, to position your community to welcome its next generation of leaders at all levels.

- **Francis Glynn**, Director of Environmental Services, Londonderry Village
- **Taylor Furst**, Senior Solutions Consultant, Brightly a Siemens Company

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

143-F. Embracing Students as Future Leaders in Aging Services

The field of aging services faces a pressing challenge: finding innovative strategies to recruit and retain employees to meet the projected demand of 20 million caregiving positions by 2040. Fresh approaches are essential to tackle this critical need. This session will present a solution that includes actively recruiting from colleges and universities that offer aging services and gerontology programs. Representatives from Metropolitan State University of Denver will demonstrate how to stay ahead of the recruitment curve by creating entry-level job opportunities, volunteer experiences, intergenerational learning moments, and internships to attract college graduates to the field. Attendees will hear from current students, alumni, and faculty and leave with practical strategies for collaborating with educational institutions to address the workforce shortage.

- **Amy Dore**, Professor & Program Director, Aging Services Leadership, Metropolitan State University of Denver
- **Jessica Flores-Faisal**, Student, Metropolitan State University of Denver
- **Jackie Schwartz**, Student, Metropolitan State University of Denver
- **Nikia Tucker**, Student, Metropolitan State University of Denver
- **Kris Geerken**, Adjunct Instructor, Metropolitan State University of Denver

45-F. Executive Compensation: One Community's Journey

Several years ago, Immanuel Lutheran Communities, a life plan community in Kalispell, MT, identified executive compensation as a critical part of its planning for the organization's future. This session will share the community's compensation journey, including initial research and exploration, articulation of a compensation philosophy and plan, and development of a compensation administration system. Presenters will update you on executive compensation guidelines for tax-exempt organizations, the steps involved in creating an executive compensation system, and the challenges you may encounter. They will also share their thoughts about the importance of including executive compensation in your organization's strategic plan.

- **Rebecca Timis**, Director of Human Resources, Immanuel Lutheran Communities
- **Cathy Schweiger**, Director, Health Care and Life Sciences, CLA
- **Jason Cronk**, Chief Executive Officer, Immanuel Lutheran Communities
- **Callie Langohr**, Board Chair, Immanuel Lutheran Communities

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

145-G. Trends in Compensation: How to Attract and Retain Managers

Life plan communities can attract and retain management-level employees by setting competitive and appropriate levels of total remuneration. This session will help you decide what compensation vehicles are most appropriate and effective, given your organization's culture and the needs of its executives. Presenters will show you how to set base salaries and develop short-term and long-term incentive plans that allow executives to share in the organization's success. They'll also suggest additional compensation alternatives, including deferred compensation and executive benefits like perquisites and life insurance plans. Learn how to align your compensation plan with government regulations, market trends, and your organization's culture. Take home the information you need to ensure that your organization follows compensation best practices.

- **Matt Leach**, Senior Consultant, Total Compensation Solutions
- **Matt Stokes**, Senior Compensation Analyst, Total Compensation Solutions
- **Paul Gavejian**, Managing Director, Total Compensation Solutions

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

147-H. Can Providers Tackle the Aging Services Wage Dilemma?

Providers of aging services know that low wages make it harder to recruit and retain team members. They have tried to increase wages by applying for COVID-19 relief funds and state grants, reallocating budgets, dipping into reserves, and increasing consumer prices. But they still haven't succeeded in solving the wage puzzle. What can providers do now? This session will walk you through a root-cause analysis of the wage conundrum and explore policy and practice solutions that could help us provide a living wage for all.

- **Jenna Kellerman**, Senior Director, Workforce, PHI National
- **Nicole Howell**, Director, Workforce Policy, LeadingAge

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

149-I. Strengthen Your Workforce with Trauma-Informed Care

When the Centers for Medicare & Medicaid Services required providers of aging services to implement trauma-informed care in 2019, few organizations understood what this care entailed and why it was necessary. This session will clear up the confusion. Representatives of LeadingAge Gold Partner KARE will help you understand how childhood trauma affects the health and well-being of older adults and the people who care for them. Presenters will show you how to change your organization's culture, improve frontline caregiver retention, and increase resident satisfaction by addressing employee and resident trauma. Learn how to integrate a knowledge of trauma into organizational policies, procedures, and practices that respect individual differences, trauma histories, and cultural backgrounds.

- **Jean Hartnett**, CEO & Founder, Radical Sabbatical
- **Katie Rhone**, Senior VP of HERO & Employee Experience, KARE

48-I. Renew your Organization by Evolving your Leadership Style

Looking to build your organizational capacity and allow team members to seize opportunities and respond to uncertainty? Consider adjusting the traditional hierarchy and structure of your organization. Through a podcast-like interview format, this session will reveal the leadership journeys of aging services leaders who came to a new understanding of their roles as CEO. They'll explain how they inspired senior team members to give up power so others could be empowered. Discover how team members respond to a less-traditional organizational structure and how a new leadership approach empowered and motivated the entire staff.

- **Judy Brown**, Lead Facilitator, Academy of Leadership
- **Nicole Gann**, CEO/President, Juliette Fowler Communities - Senior Living
- **Mike Rambarose**, President/CEO, Whitney Center, Inc.

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

150-J. Reboot Your Organization's Workforce Culture

The aging services workplace changed forever in 2020 when the COVID-19 pandemic wreaked havoc on our organizations and the people we serve. As a result, many pre-COVID organizational processes, structures, and strategies are no longer relevant and must be retooled or replaced. During this session, Human Resources experts will describe the methods they used to reboot their organization's workforce culture by questioning past assumptions about what impacts that culture, building back effective strategies, and experimenting with new approaches. Hear about their successes and failures and take home actionable strategies for helping your organization attract, engage, and retain excellent team members dedicated to enriching the daily lives and experiences of older adults.

- **Derek Fenwick**, Vice President, People & Culture, Infinity Rehab
- **Jeff Tucker**, Vice President of Human Resources, Christian Living Communities

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

151-K. Reinvent Your Workforce Model through "R" Strategies

If you're a senior living leader facing workforce challenges—and who isn't?—it may be time to employ some "R" strategies in your organization. What are "R" strategies? This session will answer that question by highlighting how Otterbein SeniorLife, a multi-state, multisite organization in Lebanon, OH, used several "R" strategies. For example, the organization RECLAIMED and REINVENTED its workforce strategy and RECONFIGURED its traditional Human Resources model by establishing a dedicated Workforce Department. Otterbein also REDEFINED "talent acquisition" as "workforce development" and REIMAGINED its scheduling techniques, labor models, and data metrics. Let the organization's workforce management executives show you a new way to strengthen your workforce. Come prepared to share innovative ways in which you have reinvented your workforce strategy.

- **Catherine Chiovaro**, VP; Workforce Management, Otterbein SeniorLife
- **Jennifer Feedback**, Director Workforce Management & Scheduling, Otterbein SeniorLife

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

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

13-L. Using Technology to Increase Staff Retention

Senior living communities are currently experiencing an 85% annual staff turnover rate, according to the National Investment Center for Seniors Housing & Care. Why is our field experiencing so much churn? And can technology solutions help reduce it? This session will explore ways to leverage technology to increase staff satisfaction, reduce team member stress, and allow caregivers to spend more time building fulfilling relationships with residents. Presenters will show you how to use technology solutions to cultivate staff communication, reduce the time team members spend completing time-consuming manual processes, and monitor community performance so areas of deficiency get more support. Learn how to use technology to involve your entire team in promoting resident well-being and engagement.

- **Ashlea Smalley**, National Director of Life Enrichment and Memory Care, Grace Management
- **Cameo Rogers**, Corporate Life Enrichment Manager, Immanuel Communities
- **Rob Fisher**, CEO, LifeLoop