

COURAGE IGNITED

Good Morning and Welcome!

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Member and State Partnerships
LeadingAge National



LeadingAge is a community of nonprofit aging services providers and other mission-driven organizations serving older adults.



MISSION

The Trusted Voice For Aging.

VISION

An America That Values Older Adults And Those Who Serve Them.



OUR VALUES

Courage

We take risks to overcome fear and obstacles. We have the freedom to be creative and to break new ground. We do what is right and take action with a plan.

Community

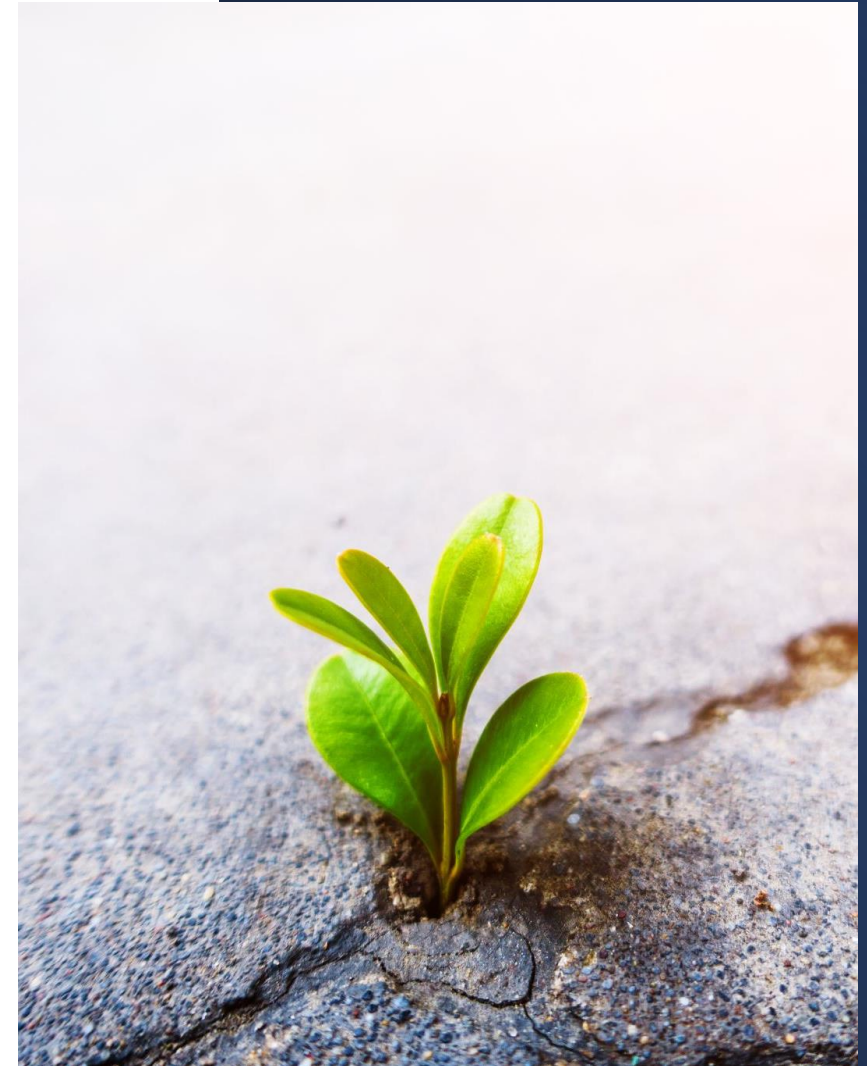
We believe that we are stronger together and that community is built when diverse thought leads to common action. We value the power of relationships.

Catalyst

We serve as a community partner and connector to solve problems and create new opportunities to better serve an aging America.

Stewardship

We are responsible guardians for our field. We are committed to upholding members' work and resources. We hold ourselves accountable for our mission, vision, and values.



Strategic Plan Overview - 2024–2026

Mission	The trusted voice for aging.			
Vision	An America that values older adults and those who serve them.			
Pillars	Strengthen the Aging Services Workforce	Support Members Across the Continuum	Amplify Advocacy and Public Voice	Strengthen Organizational Capacity
Objectives	<ul style="list-style-type: none"> • Increase the stability of qualified direct care aging services professionals • Strengthen and support leadership attributes and capacity across all levels • Attract diverse direct care, mid-level, and senior leaders 	<ul style="list-style-type: none"> • Leverage our convening power to connect members around shared challenges, solutions, and opportunities • Reinforce the essential role of governance in organizational strength and transformation 	<ul style="list-style-type: none"> • Focus advocacy efforts on key issues and policies with greatest impact for members • Raise awareness and understanding among policymakers, the media and public of priority issues and their role in essential aging needs 	<ul style="list-style-type: none"> • Grow our value proposition • Adapt operating capabilities to support an evolving membership • Strengthen our partnership with LeadingAge state associations
Impact	<p>A skilled workforce guided by prepared leaders</p> <p>Stronger member organizations that are better prepared for the future</p> <p>More favorable policies to support aging services and older adults</p> <p>Better informed and capable association</p>			

Pillars	Strengthen the Aging Services Workforce	Support Members Across the Continuum	Amplify Advocacy and Public Voice	Strengthen Organizational Capacity
Key Initiatives	<ul style="list-style-type: none"> • Advance evidence-based recruitment and retention practices focused on career ladders/lattices, and competency-based training of direct care workers • Enhance the competencies and attributes of leaders at all levels within member organizations and provide fellowship opportunities that create internal and external pathways into leadership • Support the implementation of practices that lead to inclusive, person-centered cultures and equitable workplace practices • Elevate leading technologies that support workforce development and improve workplace efficiencies to enhance person-centered care and support, while also recognizing how technological advancements are fundamentally reshaping job design, creating new roles, and transforming existing ones. 	<ul style="list-style-type: none"> • Convene members and key stakeholders through a range of settings and topics to explore and elevate forward-looking business models that promote sustainability, growth and organizational diversification • Conduct listening sessions at organized events to discuss member challenges and solutions such as organizational transformation, digital innovation, effective governance, collaboration, affiliations and mergers • Promote/advance governance practices that strengthen a board's strategic orientation and enable organizations to thrive in a changing environment. 	<ul style="list-style-type: none"> • Workforce: Expand domestic and international pipelines and advocate for workers to be compensated appropriately • Nursing Homes: Ensure mission-focused nursing homes can thrive by reducing unnecessary regulatory burdens, advocating for sufficient financing to cover costs, and securing qualified staff to provide care and support. • Affordable Housing: Address the shortage of affordable housing by expanding, preserving, and improving housing assistance for older adults • Home and Community Care: Ensure community-based services (e.g. adult day, Medicaid assisted living and PACE) and Medicare and Medicaid home health/care and hospice services are accessible, high quality, and reimbursed in a manner that enables providers to thrive and survive • Medicare Advantage: Advocate for Medicare Advantage policies and reforms to protect access to and reimbursement for post-acute care • Long-Term Care Financing Reform: Propose and support equitable LTC financing reforms for older adults that include housing and services • Implement strategic press and public communications for priority issues. 	<ul style="list-style-type: none"> • Engage with state associations to renew our partnership to leverage our collective purpose, promote efficiencies and enhance the value to our members • Deploy an improved approach to non-dues revenue development and growth that prioritizes impact for members the association • Increase effectiveness and relevance of member communications (content and information) via an improved channel approach.

Strengthen the Aging Services Workforce

- Advance evidence-based recruitment and retention
- Enhance the competencies and attributes of leaders at all levels
- Support practices that lead to inclusive, person-centered cultures and equitable workplace practices
- Elevate leading technologies that support workforce development and efficiencies



Support Members Across the Continuum

- Convene members and key stakeholders through a range of settings and topics
- Conduct listening sessions at organized events
- Promote/advance strategic governance practices



Amplify Advocacy and Public Voice

- **Workforce:** Expand domestic and international pipelines
- **Nursing Homes:** Ensure mission- focused nursing homes can thrive
- **Affordable Housing:** Address the shortage of affordable housing
- **Home and Community Care:** Ensure community-based services are accessible, high quality, and reimbursed adequately
- **Medicare Advantage:** Advocate for reforms to protect access to and reimbursement for post-acute care
- **LTSS Financing:** Propose and support equitable LTC financing reform
- **Implement strategic press/public communications for priority issues**



Strengthen Organizational Capacity



- **State partners: Leverage our collective purpose, promote efficiencies and enhance member value**
- **Deploy an improved approach to non-dues revenue development**
- **Increase effectiveness/relevance of member communications**

40 YEARS!
Challenges
Adaptability
Resilience



LeadingAge™
Maine & New Hampshire
Educate. Collaborate. Inspire.



IN THE YEAR 1984

History: Civil unrest in Brazil, Prime Minister Indira Gandhi assassinated, NASA/FAA intentionally crash a remotely-controlled Boeing 720 aircraft to test new technologies

Birthdays: LeBron James, Katy Perry, Scarlett Johansson, Mark Zuckerberg

Movies: Ghostbusters, Indiana Jones and the Temple of Doom, The Karate Kid, Footloose

Television: Jeopardy, Miami Vice, Who's the Boss?, Murder She Wrote

Music: Girls Just Wanna Have Fun, Uptown Girl, When Doves Cry

Sports: Summer Olympics in LA (Carl Lewis, Mary Lou Retton), LA Raiders, Detroit Tigers, Boston Celtics

Technology: Apple Macintosh commercial during the Super Bowl, Dell computer launched, floppy disk unveiled by Bill Gates

