



LEADERS OF COLOR NETWORK EVENTS AND RECOMMENDED SESSIONS

The 2024 LeadingAge Annual Meeting offers a range of content and events that will be of special interest to the Leaders of Color Network.

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

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

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

1-A. What AI-Driven Solutions Will Impact Aging Services?

Artificial intelligence (AI) can help aging services organizations provide the best possible care while relieving pressure on overburdened staff and engaging older adults in preserving their health, independence, and dignity. During this session, a global aging expert, technology innovator, and aging services provider will discuss the current and future market for AI-driven solutions in senior living and the innovations that promise to make the most significant impact now and in the future. Presenters will showcase Cypress Living in Ft. Myers, FL, which is using an AI-powered solution to detect and prevent falls. You'll go home ready to begin your AI journey.

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.

86-A. Prison Break: Lessons in Emergency Preparedness

In 2023, an escaped convict eluded authorities for weeks as he roamed Chester County, PA, the home of Kendal~Crosslands Communities. The life plan community found itself in the middle of the crisis when SWAT teams descended on its campus after the escapee was sighted nearby. This session will delve into critical aspects of emergency preparedness planning and how it can ensure a community's safety during unexpected crises. Presenters will discuss the crucial role community leaders play during crises and provide insights into the importance of conducting risk assessments and paying attention to emerging threats. Find out how Kendal~Crosslands Communities navigated its 2023 crisis by establishing a command center, conducting ongoing communications, and depending on resident and staff resilience and teamwork.

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.

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

27-B. Harnessing the Strength of Leaders from All Generations

The field of aging services is preparing to welcome a new generation of professionals as record numbers of its current leaders get ready to retire. These new leaders will bring a range of perspectives to their leadership roles. This session will help you make the most of these varying perspectives. Panelists will include a baby boomer with 40 years of service, a Gen X executive with over 25 years of experience, and a Millennial/Gen Z administrator. Speakers will explore the impact of generational differences on organizations and the importance of creating environments where these differences can be shared and appreciated. Discover how your organization can shape the future by harnessing the strengths of all generations.

75-B. Creating Community Connections That Count

Senior living organizations can boost their success and position themselves for future collaborative opportunities by participating actively in their local communities through strategic networking and volunteerism. This session will teach you techniques for developing relationships with community stakeholders and using advanced communication skills to make valuable connections in your local community. Presenters will discuss tactics for securing coverage of events and pertinent topics, positioning your leaders as media resources, and pitching newsworthy stories. Learn how to market your senior living organization by cultivating community alliances and building media trust. Get ready to unlock opportunities by demonstrating your sincere desire to improve your local community.

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.

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

3-C. How Much Technology Is “Enough” for Your Community?

Most senior living providers understand the importance of technology but don't know whether their technology infrastructures are adequate to meet long-term needs. This session will introduce you to a process that can help you determine how much technology is “enough.” Presenters will show you how to conduct an in-depth review and analysis of your technology infrastructure by inventorying your current technology systems, cataloging their shortcomings and limitations, and then modifying or adding to those systems to accommodate current and future technology needs. Don't miss this opportunity to learn how to plan, design, and implement a successful technology infrastructure and gain buy-in from all stakeholders.

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.

41-C. Are Residents Welcome to Help You Govern and Lead?

Now and in the future, new senior living models will be driven by the needs and preferences of a diverse population of older adults who differ markedly from previous generations. These “New Age Older Adults” will live longer than their predecessors, actively pursue purposeful longevity, want control over their lives, and seek to be involved in their senior living community's governance, leadership, and decision-making. During this session, senior living CEOs and resident leaders will explain how these new older adults influence governance structures and leadership models in their organizations. Presenters will share the collaborative leadership and governance innovations they are undertaking and describe how they balance resident participation with their organization's legal responsibilities.

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.

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

29-D. Creating Career Pathways for English Language Learners

Building the skills of English language learners can help senior living organizations fill critical vacancies, retain professional caregivers, and mentor trusted staff. During this session, team members from Friendsview Retirement Community in Newberg, OR, will describe how their organization is putting English language learners on a career path in healthcare, as well as how they addressed academic bias in their training programs in order to help their housekeeping staff to succeed. Get tips for starting an English Language Learners Program in your organization and ensuring that the program leads to new hires. You'll learn how to partner with external education programs, smooth out your hiring process to be more welcoming to English language learners, ease communication between learners, coworkers, and residents, and boost retention through training and advancement. Most of all, you will learn how benefits transfer to better learning for all your employees.

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.

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.

43-D. How to Lead Your Organization Through Polarizing Situations

Effective decision-makers in aging services recognize that diverse perspectives can help their organizations navigate the complex challenges they face. In this session, coaches from the LeadingAge Connecticut Leadership Academy will define contrasting yet interrelated viewpoints—called polarities—that leaders must recognize and manage so they can foster a resilient culture in their organizations. Presenters will show you how to lead your teams through polarizing situations by inviting opposing perspectives and outcomes. Learn how to use polarities to manage opposing forces, make effective decisions, and welcome diversity of thought. You'll return home with a new appreciation for the inherent complexity of issues and the value of balancing multiple perspectives.

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.

Leaders of Color Network Annual Planning Meeting

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

79-F. Senior Living Marketing: Educate Them and They Will Come

Research shows that most Baby Boomers want to age in their own homes. What's unclear is how much Baby Boomers know about the challenges associated with meeting that goal. This session will offer compelling reasons why senior living organizations should move away from the traditional, transactional approach to marketing and toward an approach that educates older adults about senior living options and helps them make informed decisions. Hear about one organization that took an educational approach to marketing its Continuing Care at Home (CCaH) program. Find out what CCaH program benefits resonate most with older adults. Take home tips for implementing an educational approach to marketing that facilitates sales at all levels of care.

142-F. Want to Engage with Residents and Staff? Make a Video!

The average employee receives 121 emails each day, so don't be surprised if your team members are skimming or ignoring your organization's digital communications. Fortunately, video technology offers a much better way to communicate. During this session, you'll meet the team at Covenant Living in Skokie, IL, that regularly engages with residents and employees through video. Presenters will share examples of Covenant Living's video programs and give you practical advice and recommendations for making your own videos. Find out how video communication engages residents and employees, helps them understand the "why" behind decisions, and makes it easier for them to get to know each other.

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.

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

8-G. Advancing Aging Services: Embracing Generative AI and Large Language Models

Two out of five nonprofit executives responding to a recent Google survey admitted their organizations were not currently using artificial intelligence (AI) technologies, even though they felt optimistic about the role these technologies could play in their organizations. What's holding these executives back? They are simply unfamiliar with rapidly evolving technologies like Generative AI and Large Language Models (LLM). If a lack of familiarity keeps you from exploring AI, this session is for you. Presenters will share practical examples of how aging services organizations use AI and LLMs to increase administrative efficiency, streamline communications, enhance the resident experience, and support the workforce.

33-G. Feeling Heard and Respected: A Grassroot Approach to DEIB

Large organizations can make a significant impact when they take a grassroots approach to promoting diversity, equity, inclusion, and belonging (DEIB) so everyone feels heard and respected. This session will focus on the DEIB work carried out by Hartford HealthCare (HCC), whose 41,000 employees provide healthcare services in nearly 500 locations throughout Connecticut. Presenters will explain how the promotion of DEIB has become a shared mission for all of HHC's many departments, including its Center for Healthy Aging. Discover how large organizations can take a grassroots approach to promoting DEIB, the steps you can take to get started, and the keys to maintaining and measuring sustainable change.

46-G. How to Excel as a New C-Suite Leader

Becoming a C-suite leader can be an exciting—and daunting—career milestone. Rising leaders may have proven themselves to be exceptional and trustworthy mid-level managers. Still, they may be unfamiliar with how to carry out unique C-suite responsibilities like growing and developing their team, delegating appropriately, and nurturing relationships with horizontal colleagues. This session will offer guidance on how C-suite leaders can adopt a learning orientation that allows them to develop the social capital they need to thrive. Ty Wiggins, an expert in leadership transitions and executive onboarding, will offer session participants the advice, support, and insight they need to excel as they carry out their new C-Suite responsibilities.

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.

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, 11:30 a.m. - 12:30 p.m.

Leaders of Color Network Meet & Greet with Cynt Marshall

Join us for a meet & greet with the keynote speaker Cynt Marshall, the CEO of the Dallas Mavericks, for a facilitated Q&A about her remarkable journey and the profound impact of transformative leadership in the aging services field. This interactive discussion will ignite your passion and empower you to drive positive change. Due to limited space, registration will be on a first-come, first-served basis.

Please [RSVP](#) by October 11. Contact Amma Addo at aaddo@leadingage.org for more information.

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

9-H. Embracing Innovation through a Tech Center of Excellence

How can an aging services organization create a mechanism for continuous innovation through new technology? Establishing a Center of Excellence (COE) could be an excellent first step. This session will explore the role of COEs in long-term digital transformation planning. Presenters will delve into the pivotal role that artificial intelligence (AI), automation, and analytics play in helping providers overcome staffing shortages, caregiver burnout, operational inefficiencies, software interoperability, and insufficient returns on investment. Join this session to learn how to develop a long-term digital transformation plan that analyzes the current technology landscape, explores the impact of emerging technology, and integrates new technologies into your organization.

112-H. Perfect Pair: Connecting Generations Two People at a Time

Recent research shows that a third of older adults report feeling isolated, and more than two-thirds of college students reported feeling “very lonely” over the past year. This session shares the story of a national, student-run organization dedicated to changing those statistics. Leaders of “Perfect Pair” will explain how their program pairs older adults and college students so they can spend quality time together while re-engaging in shared passions and interests. Presenters will describe their extensive catalog of creative programming, which is available to pairs at no cost. Explore two of Perfect Pair’s national initiatives, which offer memory care-specific programming and connect LTBQT+ older and younger adults. Find out how you can bring this intergenerational program to your community.

146-H. Three Ingredients for an Engaged Workforce

Aging services providers won’t achieve a stable workforce unless they make sure employees are engaged in their organization’s culture. In this session, professionals in the field of aging services will identify the ingredients for promoting that engagement: people, place, and technology. A human resource professional will explain how Cedar Community in West Bend, WI, nurtures a culture of belonging among the people who work there. An architect will explore how the design of physical space can foster employee engagement. Finally, a representative of WeCare Connect will show you how to use technology to collect employee feedback that could lead to organizational change. Don’t miss this opportunity to learn how to make employee engagement a priority in your organization.

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.

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

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.

68-I. Building and Maintaining an Effective Planned Giving Pipeline

The ability of retirement communities to achieve a healthy bottom line is directly tied to the effectiveness of their planned giving programs. Yet, too often, planned giving is left to chance and the good graces of self-identified donors. This session will examine how single-site and multisite senior living communities can build a pipeline of gifts over time. Presenters will share the giving strategies that resonate most with donors, including bequests, charitable trusts, and legacy societies. You'll leave this session understanding the importance of developing solid relationships with donors and the need for your marketing professionals, financing executives, and board members to recognize planned giving's impact on your organization's bottom line.

113-I. Community Partnerships That Advance Person-Directed Care

How can providers of aging services develop mutually beneficial community partnerships that enhance resident engagement, encourage team building, and expand volunteer opportunities? This session will show you how. Representatives of A.G. Rhodes in Atlanta, GA, will describe how they partnered with a youth development organization to create an intergenerational program that could fit any organization's structure and goals. Presenters will identify factors that make for a thriving community partnership and offer tips for incorporating the principles of person-directed care into volunteer programs. You'll be surprised by how you can enhance quality of life for residents and employees by being more intentional about forming meaningful partnerships with other community-based organizations.

148-I. Your Executive Playbook for Retaining Talent

Are you looking for new ways to slash turnover rates and create a team that's here to stay? Then this session is for you. Presenters will help you achieve retention success by retooling your Human Resources team to ensure long-term retention success and revamping the new-hire experience to keep fresh talent on the job for more than 90 days. Whether you're losing entry-level hires or seasoned leaders, this session will give you an executive playbook for retaining talent you can't afford to lose and fostering a workplace where people want to stay and grow with you. You'll return home prepared to make fundamental changes to improve productivity and quality of care while ensuring your organization's long-term sustainability.

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

When the Centers for Medicare and 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 clears 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.

Tuesday, October 29, 2024, 5:30 - 7:00 p.m.

Leaders of Color Network Reception | National Museum of African American Music

Join other Leaders of Color Network members for fellowship, networking, and exclusive access to the National Museum of African American Music (NMAAM), dedicated to preserving and celebrating the many music genres created, influenced, and inspired by African Americans.

Due to limited space, registration will be on a first-come, first-served basis. Please [RSVP](#) by October 11.

Contact Amma Addo at aaddo@leadingage.org for more information.

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

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.

83-J. Perfect Pitch: A Public Relations How-to

Strategic, consistent media engagement can offer aging services organizations a host of benefits. When news outlets tell your story to their audiences, it can raise public awareness of your organization's brand, help advance your advocacy goals, and publicly celebrate the expertise and accomplishments of your team members. This session will help you achieve media success by executing a thoughtful public relations plan. Presenters will provide insights into the types of stories local media outlets might write about you. You'll take home tips to help you uncover a wealth of stories in your community and share those stories with the public.

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.

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

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.

50-K. Navigating Uncertainty: Which Leadership Styles Work Best?

Effective leadership can be a game-changer for organizations navigating the unprecedented challenges of the post-pandemic world. This session will explore how different leadership styles contribute to organizational resilience by allowing leaders to anticipate, react to, and adjust to gradual change and sudden disruptions. Presenters will use recent research findings to describe how three leadership styles—transformational, transactional, and laissez-faire—influence organizational recovery and resilience. You'll learn how leadership characteristics affect your organization's ability to navigate crises and adapt to changing conditions. Take home the components of a framework that can be applied to leadership development, leadership recruitment, and governance training.

Wednesday, October 30, 2024, 11:00 a.m. - 12:00 p.m.

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.

51-L. Prepare for Your Organization's Next Executive Transition

Research shows that organizations with comprehensive executive transition plans are more likely to achieve organizational goals, while those neglecting such planning often find themselves navigating instability and other challenges. This session will explore intentional and proactive approaches to transition planning for boards of directors and executive leaders. Participants will learn how to foster transition readiness in their organizations and optimize the chances for a successful leadership changeover. Come prepared to shift your mindset from viewing transition planning as an obligation to embracing it as a transformative process that could propel your organization toward growth, development, and sustained impact.

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.