

2025 Annual Meeting Session Schedule

Sunday, November 02, 2025, 1:00 – 2:00 p.m.

1-A. Smart Living Showcase: Bringing Technology to Senior Living

Imagine owning a television that uses artificial intelligence to sync with your phone’s contact list for large-format video calls. You might want eyeglasses that provide real-time captions of your conversations, or a bathroom scale that assesses your risk of falling. These and other technology solutions are displayed in a Smart Living Showcase, developed by Asbury Communities in partnership with AARP’s AgeTech Collaborative™. Attend this session for an eye-opening overview of how the showcase is helping Asbury investigate emerging technologies and understand older adults’ preferences and readiness to embrace technology. Presenters will guide you through the showcase’s collection, offer tips for implementing technology solutions in senior living, and discuss the impact of technology innovation on market perception and sales.

Sunday, November 02, 2025, 1:00 – 2:00 p.m.

16-A. We Can Do Better: Creating Inclusive Leadership in Senior Living

Creating an inclusive board and leadership team is a requirement for any organization striving to foster innovation, adaptability, and alignment with diverse communities. This session will help you create leadership structures that reflect your commitment to inclusivity. Presenters will outline the five-year process that helped Episcopal Retirement Services in Cincinnati, OH, cultivate a “We Can Do Better” culture while striving to become more representative at all levels of the organization. You’ll leave this session equipped with the tools, ideas, and confidence to spearhead inclusivity efforts that foster listening, learning, and growth among all leaders within your organization.

Sunday, November 02, 2025, 1:00 – 2:00 p.m.

27-A. Leading in a Crisis: Lessons from Hurricane Helene

On September 27, 2024, Hurricane Helene brought unprecedented challenges to western North Carolina as it destroyed homes, caused severe flooding, and left thousands without electricity, cell service, or water. During this session, a panel of CEOs from three senior living organizations in the storm’s path will reflect on their experiences during and after the storm and share the essential leadership lessons they learned. Listen as they recount how they supported one another, how they adapted or rewrote their emergency plans in real-time to address the storm’s catastrophic impacts, and how assistance from other LeadingAge members helped them navigate the crisis. Don’t miss this opportunity to gain valuable insights into the critical role leaders play in guiding their organizations through natural disasters.

Sunday, November 02, 2025, 1:00 – 2:00 p.m.

41-A. The ABCs of Credit Ratings: A Guide for Life Plan Communities

Life plan community leaders, financial officers, and strategic planners must have a solid understanding of credit ratings before they can help their organizations secure financing on favorable terms. During this session, Fitch Ratings, along with a diverse panel of providers from multi-site and single-site communities will present an overview of credit ratings, explain how to obtain one, and offer guidance on incorporating credit rating considerations into your strategic planning. You’ll receive tips for aligning capital projects and funding needs with your community’s credit profile, identifying and mitigating risks that could negatively impact your rating, and implementing practices that enhance credit strength. Prepare to improve your community’s credit profile and secure the resources necessary for growth and sustainability.

Sunday, November 02, 2025, 1:00 – 2:00 p.m.

42-A. Meet Future Market Demand with a Satellite Community

A life plan community seeking to meet the growing demand for new housing options often encounters a frustrating roadblock: a lack of available space for expansion on campus. Some organizations address this challenge by developing satellite communities to reach untapped or underserved markets. This session will showcase a variety of satellite communities, including those located in walkable neighborhoods and on college campuses, and those catering to residents with specific income levels, cultures, and special interests. Discover how satellite campus planning can help you meet current and future growth demands, capitalize on partnership opportunities, and explore new markets. You’ll learn how to leverage the resources of your main campus to support satellite campus development.

Sunday, November 02, 2025, 1:00 – 2:00 p.m.

57-A. Messaging Roadmap: Aligning Corporate and Community Branding

It can be challenging for a marketing team to strike the right balance between promoting a provider organization’s corporate brand and advancing the brand identity of one of its senior living communities. During this session, a multi-site senior living leader and a marketing consultant will team up to present primary research on how prospective residents perceive corporate senior living brands compared to the brands of individual communities. Presenters will share a roadmap to help you refine your brand identity, boost occupancy, and create a unified, compelling message that reflects both corporate values and local charm. You’ll take home tips for ensuring your brand stands out in a competitive senior living market.

Sunday, November 02, 2025, 1:00 – 2:00 p.m.

70-A. That Data You Collect for HUD? It Can Help Your Residents

The U.S. Department of Housing and Urban Development (HUD) requires service coordinators in affordable senior housing communities to submit periodic reports containing a wide rang of data about housing residents and their needs for services and supports. This session will show you how to use this data to enhance your community’s service coordination program, forge partnerships with community partners, and advocate for residents. Presenters will introduce you to the service coordinator data guide recently released by the American Association of Service Coordinators. You’ll also meet the quality assurance manager of a LeadingAge member organization that uses the data it collects for HUD to maximize resident well-being outcomes and improve program effectiveness.

Sunday, November 02, 2025, 1:00 – 2:00 p.m.

71-A. Best Practices for Scaling Person-Centered Care

Providing person-centered care comes naturally to many providers of aging services. Yet, these providers can still find it challenging to create processes and systems that enable consistent care delivery at scale. Representatives of Genworth Financial Inc., a LeadingAge Gold Corporate Partner, will lead this session alongside leaders of CareScout, a Genworth company focused on helping older adults and families plan for long-term care needs. Presenters will share best practices from care providers that are successfully integrating person-centered supports into their intake processes, standard operating procedures, and hiring strategies. You’ll gain tips for serving residents and clients in ways that incorporate their values, preferences, and goals into the care they receive.

Sunday, November 02, 2025, 1:00 – 2:00 p.m.

88-A. International Perspectives: Creating Individual Care Plans for Community-Dwelling Adults

In 2015, the United Nations (UN) adopted 17 Sustainable Development Goals to end poverty, tackle inequalities, and protect the environment. This session will highlight how a community based organization in western India is striving to achieve one UN goal, which calls for “good health and well-being.” Presenters will showcase the Vriddha Mitra program, which helps olde adults live safely and independently at home, regardless of age, income, or ability level. You’ll learn about a tool that “community officers” in the program use to assess participants’ needs and develop tailored individual care plans to guide caregiving strategies. Discover how community officers provide this assistance while offering warmth, empathy, and genuine friendship that enrich the lives of older people.

Sunday, November 02, 2025, 1:00 – 2:00 p.m.

105-A. Nursing Home Quality: The Role of Medicaid Payment Rates

Medicaid is the largest source of funding for nursing home care in the United States. However, the program’s reimbursement rates cover only a portion of nursing homes’ costs. This session will present findings from three studies exploring the relationship between Medicaid payment policies and the quality of care in nursing homes. Presenters will share insights from studies examining how payment rates and payment-to-cost ratios impact nursing homes’ five-star ratings, the connection between Medicaid rates and staffing levels across different ownership types, and how nursing home staffing levels and expenditures relate to their reliance on Medicaid. Don’t miss this opportunity to examine the connection between nursing home quality and Medicaid payment rates.

Sunday, November 02, 2025, 1:00 – 2:00 p.m.

106-A. Hospice Agencies: It’s Time to Sharpen Your Survey Skills

The Centers for Medicare & Medicaid Services (CMS) employs surveys as a primary tool in its fight against hospice fraud. With changes to the Hospice Special Focus Program on the horizon, now is the perfect time to deepen your understanding of the hospice survey process and sharpen your survey skills. Join this session to learn what types of fraud CMS and its survey contractors look for during a survey. You’ll gain insights and tips for using mock surveys to prepare your hospice team for its next survey.

Sunday, November 02, 2025, 1:00 – 2:00 p.m.

124-A. Up Your Game: Join the Dining Revolution

Senior living providers recognize the need for dining programs that offer enjoyable, social experiences in sophisticated environments. Yet, an attractive dining room or a casual café are no longer enough to distinguish your dining program from the competition. Instead, it’s time to consider introducing restaurant styles typically found in urban downtown areas and designing eating spaces where innovative elements and distinctive themes are reflected in menus, artwork, and dining accessories. If this feels a bit overwhelming, you’ll want to attend this session. Presenters will help you understand the latest trends in senior living dining, explore renovation projects currently underway in life plan communities, and review the outcomes of multiple resident and prospective resident focus groups.

Sunday, November 02, 2025, 1:00 – 2:00 p.m.

125-A. International Perspectives: Lessons from Household Care Models

In 2023, Australia’s HammondCare, the United Kingdom’s Belong Group, and The Green House Project in the United States established the Household Model International Consortium to promote the benefits of small-scale congregate settings for older adults. During this session, representatives from the consortium’s three founding members will share the history of the household model and discuss its physical design and operational philosophy. Presenters will highlight key features of the household model, including privacy, connections to nature and the outdoors, consistent staff assignments, fresh food, and a care model that places residents at the center of every decision. You’ll learn strategies for incorporating household model design and operational principles into your operations, even if large-scale renovations or new construction aren’t feasible for your organization.

Sunday, November 02, 2025, 1:00 – 2:00 p.m.

139-A. Training the Next Generation of Caregivers in Aging Services

Byron Health Center in Fort Wayne, IN, addresses the needs of individuals with complex medical conditions through a range of Medicaid-funded care and services. This session will highlight how the community has engaged local young people in its volunteer program and enrolled high school students in a work-based learning initiative to help them explore careers in aging services. Two Byron executives will describe how these young volunteers work alongside residents aged 20 to 98 who live with dementia, traumatic brain injuries, severe and chronic mental illnesses, and intellectual and developmental disabilities. They will explain how they train young people, the lessons learned, and their plans for the future.

Sunday, November 02, 2025, 2:45 – 3:45 p.m.

2-B. Ask ChatGPT: Can AI Address Senior Living Challenges?

Artificial Intelligence (AI) will take center stage as an active panelist in this unique session. Join an IT consultant and two senior-level IT specialists from LeadingAge member organization as they invite ChatGPT, an interactive AI model, to tackle senior living challenges in real time. Human panelists will begin the session by sharing their insights into how AI impacts operational efficiencies, resident engagement, strategic decision-making, and resident care in aging services. Then, attendees and panelists will engage in a lively question-and-answer session with ChatGPT. You’ll discover how AI can respond to your organization’s unique challenges and how to critically evaluate AI tools before implementing them in your organization. Don’t miss this opportunity to see AI in action.

Sunday, November 02, 2025, 2:45 – 3:45 p.m.

3-B. Remote Monitoring: Transforming Care Across the Continuum

Remote patient monitoring (RPM) technologies can transform care delivery across the continuum. This session will showcase two types of RPM devices: contactless devices that track key clinical indicators like heart rate and respiratory changes, and connected devices like blood sugar monitors, blood pressure monitors, pulse oximeters, and digital scales that collect vitals remotely. Presenters will explain how these technologies help prevent health complications and unnecessary emergency room visits by sending data to remote clinicians who can follow up with care teams as needed. Discover how RPM technology can help your organization reduce staff burden and improve resident/patient (and family) satisfaction. You’ll gain practical insights for selecting and deploying RPM solutions in your community.

Sunday, November 02, 2025, 2:45 – 3:45 p.m.

17-B. Ouch! That Stereotype Hurts: Practical Tools to Address Bias

Addressing everyday stereotypes and biases can create a more respectful and inclusive culture in senior care organizations. This session will provide practical tools and strategies for fostering effective communication and navigating difficult conversations about bias. Presenters will help you identify subtle biases and stereotypes and respond to them constructively. Senior living leaders will share their experiences implementing bias workshops, and you’ll view a video demonstrating workshop best practices and techniques. Explore how culture change can help you challenge stereotypes and build stronger, more respectful relationships among team members and between staff and residents.

Sunday, November 02, 2025, 2:45 – 3:45 p.m.

28-B. Interested in Growth? Make Sure Your Board is Prepared

Growth is a popular topic among leaders of aging services organizations striving to meet the needs of the rapidly expanding older population. However, these leaders must remember that growth brings the prospect of significant change for organizations and the boards that govern them. This session will help ensure that your board is fully prepared for growth, whether your organization is expanding its services, footprint, or customer base. Presenters will offer strategies to help guide your board as it evaluates your organization’s capacity for growth, determines how it should grow, and develops the decision-making processes needed to manage growth. You’ll return home with practical strategies to help your organization establish the strategic governance required for future success.

Sunday, November 02, 2025, 2:45 – 3:45 p.m.

43-B. International Perspectives: Building Community-Integrated Care Settings

Two solutions to improve services for older adults have emerged independently on opposite sides of the globe, and both will be showcased during this session. Presenters from St. Monica Trust in Bristol, United Kingdom, and Southern Cross Care in Queensland, Australia, will explain how they enhanced quality of life in aged care by listening to their communities, collaborating with trusted partners, and creating outward-facing, integrated care settings. Learn how St Monica Trust shaped The Chocolate Quarter design during 250 focus groups with residents and community stakeholders. Explore how Southern Cross Care Queensland’s Chinchilla Community Wellness Hub promotes provider interaction while reducing resident isolation. You’ll discover how to build integrated communities with older adults at their center.

Sunday, November 02, 2025, 2:45 – 3:45 p.m.

58-B. Communicating Through Change: Marketing Your Acquisition

Marketing and communication can't pause when your organization begins preparing for an acquisition. Quite the opposite! This session will demonstrate how your organization's marketing team can effectively navigate a change in ownership by ensuring that communication and marketing messages remain ongoing, clear, carefully worded, and reassuring to all stakeholders. Presenters will teach you how to maintain customer trust, brand strength, and market momentum by positioning your organization's acquisition as a strategic growth opportunity. You'll learn essential lessons to help you develop a strategic marketing plan that effectively engages stakeholders as you promote your company's acquisition.

Sunday, November 02, 2025, 2:45 – 3:45 p.m.

72-B. Resolving Supply Chain Issues in Senior Living

Senior living organizations often find it challenging to predict how the U.S. business climate will impact their supply chains for products and services. This uncertainty complicates the ability of providers to secure, sustain, and grow their businesses. During this session, you'll meet representatives from Value First, a LeadingAge Gold Corporate Sponsor owned by LeadingAge and 25 state partners. Presenters will provide an overview of current purchasing issues and processes, and explain how Value First helps senior living organizations address those issues through discounted pricing and rebates on food, supplies, and capital equipment. You'll learn how other LeadingAge members manage supply chain challenges and how vendor solutions can help resolve those issues.

Sunday, November 02, 2025, 2:45 – 3:45 p.m.

89-B. Thriving Your Way: Supporting Person-Directed Living Across the Continuum

Senior living professionals aspire to implement holistic, person-centered living in their communities. But how can this be achieved most effectively? During this session, leaders from Acts in Fort Washington, PA, will describe practices to help team members know, value, and connect with residents as unique individuals. You'll examine common barriers to creating a more inclusive community culture, underscore the importance of breaking down silos between levels of living to promote inclusive engagement, and underscore the role all team members can play in supporting person-directed living. This session will emphasize the value of offering holistic engagement opportunities and well-being practices across the living continuum.

Sunday, November 02, 2025, 2:45 – 3:45 p.m.

90-B. Bringing Health and Wellness Programming to Affordable Housing

Older adults living in subsidized housing have a greater risk of hospitalization and costly nursing care utilization compared to their peers in the community. This session will introduce you to three affordable housing communities working to change these outcomes. Presenters will outline their strategies for improving resident health and well-being, which include establishing a multi-physician medical clinic to address the needs of residents and non-residents, aligning housing-based health programs with the eight dimensions of wellness, and using technology to connect healthcare providers and clients of a Program of All-Inclusive Care for the Elderly (PACE). You'll gain tips for establishing housing-based programs that save healthcare dollars while increasing health equity for older adults wishing to age well and in place.

Sunday, November 02, 2025, 2:45 – 3:45 p.m.

107-B. Crisis and Issue Management: Best Practices for Senior Living

The dynamic and high-stakes nature of senior living environments requires robust strategies for crisis and issue management. This session, designed for senior living executives and legal compliance professionals, will explore best practices for navigating scenarios that can threaten operational stability, reputational integrity, and regulatory compliance. Presenters will offer practical insights into managing crises, including data privacy breaches and ransomware attacks. Participants will engage in an interactive game-show-like format to address scenarios involving regulatory scrutiny, media pressure, and internal investigations. Learn how to minimize liability and safeguard organizational trust while preserving confidentiality in privileged communications, managing relationships with third-party vendors, and addressing allegations of workplace misconduct.

Sunday, November 02, 2025, 2:45 – 3:45 p.m.

108-B. Medicare Disruptions: Adopting Strategies for Resilience

The Centers for Medicare and Medicaid Innovation (CMMI) is pursuing a new strategic direction aimed at reducing healthcare costs, shifting more financial risk to providers, and modifying existing CMMI models. At the same time, Congress is discussing significant changes to Medicare Advantage that could dramatically impact provider revenue streams, contracting strategies, and payer mixes. During this session, you'll gain insights into these federal policy shifts and how they could reshape revenue models and affect the financial stability of aging services organizations. Presenters will share strategic approaches to help you manage risk and adapt to a rapidly evolving payer landscape. Don't miss this opportunity to stay ahead of the curve and ensure your organization's long-term viability in a changing healthcare environment.

Sunday, November 02, 2025, 2:45 – 3:45 p.m.

126-B. Innovative Designs for Active Adult and Independent Living Communities

The next generation of senior living residents will seek aesthetically pleasing homes and apartments that support their independence, adapt to their evolving needs, and preserve their dignity. This session will explore innovative designs for active-adult and independent living that will help you meet the preferences of current and future consumers. Presenters will draw on insights from design, marketing, sales, and therapy experts to help you envision life plan community homes and apartments that quickly adapt to residents' needs, balance safety and autonomy, and maintain a non-institutional feel. They'll also examine the latest in-home technology, including voice-activated controls, automated lighting, and fall detection sensors. Discover how to design your community's dwellings to support aging and choice while discreetly addressing residents' changing needs.

Sunday, November 02, 2025, 2:45 – 3:45 p.m.

140-B. International Perspectives: Creating Pipelines for Foreign-Born Workers

The demand for qualified caregivers is rising worldwide, and workforce shortages in aged care are intensifying. Domestic solutions are critical, but the aged care sector must also embrace innovative global partnerships. This session will examine how providers in Minnesota are working with the Kenyan State Department of Diaspora Affairs to create sustainable pipelines for foreign-born workers. Discover how similar initiatives can strengthen the U.S. healthcare workforce, enhance global skillsets, and improve healthcare outcomes. You'll learn the steps necessary to engage in international recruitment, navigate complex immigration systems, and foster partnerships that prioritize workforce needs and advance global healthcare.

Sunday, November 02, 2025, 2:45 – 3:45 p.m.

141-B. How Direct Care Supervisors Can Improve Employee Retention

Nursing supervisors in aging services play a critical role in motivating, teaching, and mentoring certified nursing assistants (CNAs) who provide direct care to nursing home residents. A strong, positive relationship between a nurse supervisor and a CNA boosts job satisfaction and reduces turnover. This session will explore actions that nursing supervisors can take to develop the leadership skills they need to work with CNAs so that the entire team can deliver high quality care. Presenters will also emphasize the critical role that a supportive organizational culture, aligned structures and policies, and consistent reinforcement from leadership play so that supervision strategies are effectively integrated into daily practice. Learn about programs that help nursing supervisors create a supportive workplace culture and become effective leaders of CNAs and teams.

Sunday, November 02, 2025, 4:30 – 5:30 p.m.

4-C. How Artificial Intelligence is Transforming Aging Services

Three years ago, few people were aware of large language models like ChatGPT, an artificial intelligence (AI) tool capable of understanding, generating, and manipulating human language. This session will explore how far we have progressed in 36 months. Presenters will provide an overview of how AI is reshaping aging services by enhancing efficiency, communication, and workforce support. They will also highlight how providers use AI to streamline operations, improve the resident experience, and empower staff. Whether new to AI or looking to refine your approach, you'll gain a practical perspective on leveraging these powerful technologies to enhance your operations.

Sunday, November 02, 2025, 4:30 – 5:30 p.m.

18-C. International Perspectives: Offering Virtual Healthcare to First Nations People

First Nations Australians often wait up to 12 months to see healthcare clinicians who can only reach rural and remote communities by airplane. As a result, these Indigenous individuals face significant health challenges, which are especially acute for older community members. This session will describe a next-generation virtual healthcare service that provides First Nations Australians with on-demand access to registered nurses and allied health practitioners seven days a week. Presenters will outline the virtual health delivery model, its potential to bridge care gaps, and its ability to facilitate culturally competent care. They'll also discuss factors to consider when implementing virtual healthcare, including technology requirements, community engagement, training, and infrastructure challenges.

Sunday, November 02, 2025, 4:30 – 5:30 p.m.

29-C. A Collaborative Approach to Strategic Planning

Strategic planning is a team sport requiring clear communication, mutual accountability, and a shared vision among all participants. This session will draw on the experiences of Porters Neck Village, a life plan community in Wilmington, NC, to explore essential steps in the strategic planning process. Presenters will outline the roles that the single-site community's board members, management organization, executive director, staff, and residents played in developing its 10-year growth and campus expansion plan. They will describe how planning decisions were discussed and communicated, how participants held each other accountable, and how retreats, committee meetings, board meetings, and resident gatherings advanced the process. You'll gain practical strategies that can be applied to your community's strategic planning process.

Sunday, November 02, 2025, 4:30 – 5:30 p.m.

44-C. Expanding an Affordable Housing Community to Reach the Middle Market

West Hartford Fellowship Housing is implementing a comprehensive campus expansion which will broaden its mission to meet the needs of middle-market consumers. Presenters will outline steps the Connecticut-based housing provider has taken to protect the rights of current residents and preserve existing lower rent structures while also serving a slightly different income demographic. They'll share architectural design strategies that helped reduce the cost of new construction and a multi-source financing plan that incorporates Low-Income Housing Tax Credits and existing federal subsidies. Whether you're a seasoned affordable housing provider or new to the field, this session will equip you to reach new middle- and lower-middle markets.

Sunday, November 02, 2025, 4:30 – 5:30 p.m.

59-C. How Important are Placement Agencies to Your Marketing Program?

Placement agencies can help senior living communities attract new residents. They can also serve as a valuable resource to older adults seeking housing, services, and supports. How can providers evaluate an agency to ensure it shares their values and goals? This session will help you answer that question. Presenters will examine the influence of placement agencies on the senior living sector, the benefits and drawbacks of using these agencies, and strategies for establishing mutually beneficial partnerships with them. A panel representing placement agencies and providers will discuss common challenges related to agency fees, competition, market dynamics, transparency, and resident choice. Discover how to effectively collaborate with placement agencies to streamline the referral process and increase your occupancy rate.

Sunday, November 02, 2025, 4:30 – 5:30 p.m.

60-C. Manage Your Online Images to Minimize Liability

Standout photography and high-quality graphics can enhance your organization's brand awareness, especially when prominently displayed on your website. But what happens when your online images don't reflect the diversity required by Fair Housing regulations or lack proper alternative text or "alt tags" that improve website accessibility? This session will help you minimize liability related to accessibility and compliance. Presenters will outline steps you can take to coordinate an on-location photo shoot, select the right photos for your website and other marketing materials, and understand how individuals with disabilities interact with your brand online. You'll learn how to create an optimal web experience for all prospective residents.

Sunday, November 02, 2025, 4:30 – 5:30 p.m.

73-C. International Perspectives: Driving Care Quality through Data Sharing

The Seniors Quality Leap Initiative (SQLI) is an international consortium established by North American and South African leading long-term care organizations. SQLI strives to enhance the quality of life and care for older adults by encouraging providers to share performance data and outcomes from their quality improvement initiatives with one another. During this session, SQLI leaders and members will showcase their efforts to improve providers' benchmarking capacity, including ongoing research into developing an overall resident quality of life composite score and consistent employee engagement measures. Three aging services executives will discuss how SQLI participation has influenced their organization's quality improvement efforts.

Sunday, November 02, 2025, 4:30 – 5:30 p.m.

74-C. Tools to Enhance Your Hospice and Palliative Care Referrals

Are you looking to increase referrals to your palliative and hospice care programs, extend the length of stay, and provide patients with more quality days at home? This session will equip you with the tools you need to achieve these goals. Representatives from a national association of nonprofit hospices will share insights from their work developing and implementing three community-based advanced illness management programs focused on cardiac, lung, and dementia care. Presenters will describe the resources they created to promote clinical excellence in hospice care and improve access to their programs. You'll gain insights into the key components of advanced illness management and receive materials you can share with hospice patients and their caregivers.

Sunday, November 02, 2025, 4:30 – 5:30 p.m.

91-C. Cultivate Well-Being for Residents, Staff, and Families

Are you interested in learning how to help residents, team members, and families develop a deeper appreciation for life and a greater ability to move forward after setbacks and trauma? This session will introduce you to an award-winning program designed to help everyone in your senior living community achieve these goals. Presenters will describe the SOARING Into Resilience workshop they developed and share research documenting the program's success in helping staff, residents, and their families experience a heightened sense of belonging, connection with peers, meaning, and purpose. They'll also offer you an opportunity to participate in immersive exercises aimed at enhancing individual, organizational, and communal well-being.

Sunday, November 02, 2025, 4:30 – 5:30 p.m.

92-C. Placing Individuals with Dementia at the Head of the Table

Have you ever participated in a meeting between a healthcare provider and a person living with dementia or mild cognitive impairment? You may have noticed an unsettling practice. The healthcare professional likely spoke to the caregiver instead of addressing the person with lived experience. This session will offer strategies to ensure that individuals with dementia always sit at the head of the table during discussions about them. Presenters who are living with dementia and mild cognitive impairment will help you understand how they lost, and eventually regained, decision-making authority after a dementia diagnosis. Representatives from the Dementia Action Alliance will offer tips for providing genuine, person-directed care that engages individuals with dementia at every step.

Sunday, November 02, 2025, 4:30 – 5:30 p.m.

109-C. SNF Regulations: Get the Clarity You Need to Succeed

Regulatory changes and survey trends impact all skilled nursing facilities (SNF) across the nation. This session will review and evaluate significant regulatory developments from the past year. Presenters will provide updates on the minimum staffing standards and other long-term care regulations. They will also identify current survey trends by reviewing the top survey citations issued regionally and nationally. Throughout the session, you'll be encouraged to discuss common regulatory challenges in skilled nursing and share best practices related to regulatory developments and survey trends. You'll also learn how to anticipate and prepare for future regulatory developments and surveys.

Sunday, November 02, 2025, 4:30 – 5:30 p.m.

110-C. The Future of Medicaid

Medicaid has been in the limelight during 2025, a year marked by significant policy debates and changes that will shape the priorities of state programs for years to come. This session will provide updates on federal Medicaid policy and how states are beginning to respond to recent changes. Presenters will also analyze the impact of federal Medicaid policy on providers across the aging services continuum. You'll gain a clearer understanding of the challenges and opportunities you can expect to encounter as you work to sustain, expand, and enhance services for older adults.

Sunday, November 02, 2025, 4:30 – 5:30 p.m.

127-C. Refresh and Expand Your Independent Living Offerings

Enhancing the independent living options on your campus could help keep your organization competitive in today's market. This session will show you how. The chief administrative officer of a multi-site organization will discuss how their organization is diversifying its independent living offerings to include standalone ranch homes, duplexes, converted loft residences, and conventional apartments. An architect will review design trends and considerations for various price points. A financing expert will outline how to model and evaluate different independent living options. Whether you're facing low occupancy in older inventory or exploring new options to meet growing demand, you'll leave this session with fresh ideas for strategic campus planning.

Sunday, November 02, 2025, 4:30 – 5:30 p.m.

142-C. Let's Rewrite the Rules for Our Multigenerational Workforce

Why are many of today's new hires struggling with traditional definitions of "professionalism" and "work ethic"? This session will explore how the mindset of aging services team members has evolved over the past few years and suggest that it's time for providers to evolve too. Join a generational expert, retention expert, and provider as they share how to navigate key challenges and opportunities presented by hiring everyone from GenZ to retirees returning to work. They'll show you how to provide clearer guidance and support for all your staff, foster more successful collaboration, and enhance retention as you explore the "why" behind employees' unique mindsets. As many employees are no longer responding well to previous expectations and obligations at work, it's time to rewrite our organizational rules and work together more successfully.

Monday, November 03, 2025, 8:30 – 9:30 a.m.

5-D. Using Technology to Foster Meaningful Relationships

Research suggests that strong social connections can help reduce loneliness and depression, ease emotional challenges, support cognitive function, and enhance life satisfaction and fulfillment. This session will showcase how technology engagement platforms facilitate these vital connections in senior living communities by providing opportunities for meaningful interactions, offering residents personalized content, and encouraging their active participation in community events. You'll learn about the steps taken by other communities to implement these platforms and how residents use them. Take home tools to help your team create a stronger, more connected community that nurtures meaningful relationships among residents, their peers, and team members.

Monday, November 03, 2025, 8:30 – 9:30 a.m.

19-D. Enhancing Inclusion through English Language Training

After conducting a campus-wide inclusion survey in July 2024, North Hill in Needham, MA, enlisted the help of life plan community residents to develop an English as a Second Language (ESL) program for team members with limited English proficiency. This session will focus on the inclusion survey and the ESL program it inspired. Presenters will describe how trained resident volunteers provide language instruction to team members during work hours, helping North Hill invest in employee skills, reduce turnover, enhance engagement, and foster a culture of inclusion and respect. Residents and ESL trainees will share their experiences working together in an individualized ESL program tailored to each student's unique communication level, job, and learning needs.

Monday, November 03, 2025, 8:30 – 9:30 a.m.

30-D. Leading from Where You Are

You don't need a fancy C-suite title to become an effective leader and contribute to organizational culture. Leadership is a choice available to everyone in an organization, regardless of their position. This practical session will show you how to unlock your potential and discover how to use three essential tools to create engaged teams: leadership that inspires purpose, management that creates accountability, and coaching that fosters growth. You'll learn valuable lessons to help you decide which tool to use and when to apply it. Develop the mental fitness to move beyond behaviors that limit your effectiveness and embrace frameworks that elevate your leadership impact.

Monday, November 03, 2025, 8:30 – 9:30 a.m.

45-D. Reposition Obsolete Care to a More Appealing Care Model

Despite evolving consumer needs and preferences, the fundamental nursing home model has remained unchanged since the advent of Medicare and Medicaid 60 years ago. This session will explore a new direction. You'll meet a chief executive who transformed a traditional nursing home into a comprehensive long-term care organization and a highly respected architect leading efforts to redesign and reposition nursing homes. Together, they will examine anticipated changes to Medicare and Medicaid that could create opportunities for revitalizing long-term care by implementing innovative and scalable models tailored to diverse consumer preferences. Join this session to discover the steps you can take to reposition your nursing home as a more appealing care model.

Monday, November 03, 2025, 8:30 – 9:30 a.m.

46-D. Keep Your Brand Fresh While Preserving What Sets You Apart

EverTrue, formerly Lutheran Senior Services, is proud of its 165-year legacy of caring for older adults. However, this legacy hasn't prevented the nation's 12th-largest nonprofit aging services provider from embarking on a transformative journey driven by innovation. This session will highlight how the St. Louis-based organization expanded housing options and in-home services to serve a broader demographic, implemented innovative service models like palliative care, diversified its revenue streams, adjusted its residential mix, embraced technology, and adopted systems to manage data more efficiently. Don't miss this opportunity to hear the EverTrue management team discuss how they embraced the future while honoring their organization's past. You'll take home valuable tips for keeping your brand fresh while preserving what makes you special.

Monday, November 03, 2025, 8:30 – 9:30 a.m.

61-D. Master the Art of Storytelling to Shape the Media Narrative

Public relations professionals in aging services play two roles when sharing stories about their organizations with the media: they communicate relevant facts to reporters and assist those reporters in crafting compelling narratives that bring those facts to life. This session will introduce LeadingAge members to the art of storytelling. A panel of reporters and communications experts will help you understand journalistic concepts and public relations strategies. You'll learn how to generate story ideas about your organization, pitch those ideas to the media, and engage with reporters. You'll also gain tools and tactics to help you navigate damaging media storms or ride the exhilarating waves of favorable coverage.

Monday, November 03, 2025, 8:30 – 9:30 a.m.

75-D. International Perspectives: Field-Driven Standards Lead to Person-Centered Innovation

Providers of aging services in China have used CARF International’s field-driven, person-centered accreditation standards to improve the care experience of their residents and the business outcomes of their organizations. This session will showcase China’s innovative business and care delivery in independent living, assisted living, rehabilitation programs, and other care models unique to China. Presenters will introduce you to China’s aging services system, explain how it compares to aging services worldwide, and suggest ways it could be replicated in other countries. Panelists will also share how Chinese providers are expanding person-centered practices across entire systems of care.

Monday, November 03, 2025, 8:30 – 9:30 a.m.

76-D. Managing Care Transitions Across the Continuum

Immanuel, a multi-site senior living provider based in Omaha, NE, operates independent living, assisted living, and memory support communities, in addition to three Programs of All-Inclusive Care for the Elderly (PACE). This session will focus on how the organization developed a unique approach to managing care transitions in its PACE program and then applied that model to all its locations and campuses. Presenters will describe the service gaps that prompted Immanuel to establish the roles of a Care Transition Nurse Manager in its PACE programs and Care Navigator in its communities. You’ll learn how the care transitions initiative was developed and its impact on costs, staff satisfaction, and quality of life for residents and participants.

Monday, November 03, 2025, 8:30 – 9:30 a.m.

93-D. Enhancing the Home Health and Hospice Experience for All

Eighty home health and hospice agencies recently worked together to identify ways to improve satisfaction among their caregivers and care recipients. This session will describe the National Patient and Caregiver Satisfaction Quality Improvement Project, which invited patients and caregivers to share what they value most about their healthcare experiences at home. Presenters will help you use their findings to implement a patient-centered care model that prioritizes the unique needs and preferences of clients and their families while increasing employee engagement. You’ll take home tools designed to help your agency boost staff morale and caregiving outcomes while ensuring compliance with new regulations like the Home Health Value-Based Purchasing program, which ties patient and caregiver satisfaction directly to reimbursement.

Monday, November 03, 2025, 8:30 – 9:30 a.m.

111-D. Federal Guidance: Compliance Risk for Nursing Homes

The federal Office of Inspector General (OIG) released its first Compliance Program Guidance for Nursing Homes in 2000. Over the past 25 years, compliance programs for skilled nursing facilities (SNF) have evolved from voluntary to mandatory and are now governed by new OIG guidance released in late 2024. This session will review key compliance risk areas for SNFs outlined in the OIG’s most recent guidance. Presenters will recommend practical strategies for expanding your compliance program to manage and mitigate compliance risks.

Monday, November 03, 2025, 8:30 – 9:30 a.m.

112-D. International Perspectives: Challenges, Innovations, and Global Lessons

As one of our youngest and fastest-aging continents, Africa has much to teach the world about providing inclusive, rights-based aged care characterized by resilience, strong community traditions, and limited resources. During this session, advocates and practitioners will explore the evolving landscape of aging and caregiving in Africa, including rural caregiving, community-based care, gender-based violence, legal and financial gaps, and elder-led advocacy networks. You’ll engage in a dynamic conversation about the current state of aged care in Africa, the African Union’s mission to integrate aging into law and policy, and the continent’s vision for the future. Don’t miss this opportunity to discover what your region can learn from Africa’s unique approach to aged care.

Monday, November 03, 2025, 8:30 – 9:30 a.m.

128-D. Weathering the Storm: Resilient Senior Living Design

Well-designed senior living communities provide a valuable and reassuring sense of stability to residents and team members. However, those feelings of security can be threatened, sometimes in an instant, by natural or human-made disasters that disrupt daily life and damage or destroy buildings. This session will showcase practical building design and emergency preparedness strategies to help your organization prepare for, adapt to, endure, and recover from adverse events. Presenters will familiarize you with the fundamental principles of resilient building design and guide you through proven methods to safeguard occupants and structures from natural disasters. They will also examine how evolving building codes, insurance requirements, and other factors influence resilient design.

Monday, November 03, 2025, 8:30 – 9:30 a.m.

129-D. The Built Environment: A Tool for Preventing Falls

Senior living providers have an obligation to protect residents and staff from falls while helping them maintain their autonomy and enhancing their quality of life. This session will explore essential, yet often overlooked, tools to help you meet that obligation: the buildings where residents and team members live and work. Presenters will demonstrate how simple modifications to existing structures or new construction in your skilled nursing, transitional care, assisted living, and memory care settings can prevent falls and improve outcomes for residents and staff. Join this session to pinpoint specific elements of your organization’s built environment that can help you prevent, detect, and protect against falls and their adverse outcomes.

Monday, November 03, 2025, 8:30 – 9:30 a.m.

143-D. Experiential Learning: A Next-Generation Workforce Strategy

Experiential learning that integrates education, mentorship, and hands-on practice represents a valuable opportunity to address workforce shortages while nurturing a new generation of compassionate and skilled caregiving professionals. This session will outline a comprehensive framework for developing experiential learning by offering internship, industry immersion, service-learning, capstone, volunteer, and job shadowing opportunities. You’ll gain insights into the benefits of enabling students and professionals to build their knowledge and skills through hands-on experience within your organization. Discover how to engage academic institutions, students, and community partners in designing and implementing opportunities that nurture the next generation of professionals in the aging services field.

Monday, November 03, 2025, 3:00 – 4:00 p.m.

6-E. Can Technology Foster Meaningful Relationships?

Social isolation puts many older adults at risk for declines in physical and mental well-being. In-person communication is the best antidote to this isolation, but it’s not always available to those who need it most. That’s why technology is playing an increasingly vital role in helping older adults connect with others. This session will describe how a Boston-based affordable housing provider and its community partner connected older housing residents with their peers while teaching them how to stay connected through technology. Presenters will share their experiences recruiting university students to teach technology skills to a diverse group of older adults. You’ll gain strategies for creating programming that fosters socialization and community-building by helping older adults use technology with confidence.

Monday, November 03, 2025, 3:00 – 4:00 p.m.

7-E. How Data Exchange Benefits Your Care and Your Business

Interoperable data exchange among health and service providers is becoming increasingly common nationwide. How can your organization maximize the business- and care-related benefits of data exchange? This session can help. Presenters will demonstrate how data exchange can support your organization's work, whether you're sending care plans and treatment goals to a resident's healthcare providers, sharing diagnoses and medication management information during care transitions, or receiving alerts about a hospital discharge. They will also explore the unique considerations you should prioritize as you develop your data exchange ecosystem. You'll learn how to influence national and state data security policies and address common challenges that might arise as you integrate new systems and practices into daily workflows.

Monday, November 03, 2025, 3:00 – 4:00 p.m.

20-E. Every Voice: Creating Inclusive Senior Living Communities

Lasell Village in Newton, MA, is implementing a resident-driven, employee-engaged framework called "Every Voice" that fosters inclusion and belonging by integrating voices across generations, backgrounds, and identities. This session will describe how residents and team members of the life plan community worked together to embed belonging into daily life through inclusive policies, respectful dialogue, and change-oriented programming. Presenters will offer guidance to help you build a culture of inclusion that aligns with your organization's values, engages community members, and measures progress. You'll return home with the tools you need to ensure that your community reflects the richness of the world while it continues working toward a more diverse future.

Monday, November 03, 2025, 3:00 – 4:00 p.m.

31-E. Engage Residents as Partners to Help Your Community Thrive

Are you looking to enhance your community's operations, reduce costs, and attract new residents? This session will help you enlist your most effective allies—the older adults living in your community—to support this effort. Presenters will demonstrate how to achieve lasting success by creating a living environment that inspires resident enthusiasm for your community's mission. That enthusiasm can spur authentic resident advocacy and resident-driven initiatives that will help enhance your community's vitality, cultivate meaningful connections, and generate heartfelt word-of-mouth referrals. Discover how to engage residents as active partners in improving service delivery, optimizing costs, and fostering a positive community image.

Monday, November 03, 2025, 3:00 – 4:00 p.m.

47-E. A Community-Based Partnership to Enhance Quality of Life

Villages are nonprofit, community-based, grassroots organizations created by caring individuals to help older neighbors age in their homes and communities. Villages offer social and educational programs, health and wellness activities, technology coaching, and volunteer assistance with transportation and light home maintenance. This session will explore how villages and life plan communities collaborate and the benefits their affiliation offers both entities. Join representatives from several life plan communities and the 300-member Village to Village Network to learn how partnerships with villages can enhance a life plan community's mission and growth. You'll also hear about evidence-based programs that have enriched these partnerships.

Monday, November 03, 2025, 3:00 – 4:00 p.m.

48-E. Acquisitions and Divestitures: Perspectives on Buying and Selling Assets

The senior living sector has experienced significant growth in acquisitions and affiliations over the past few years. This session will highlight trends in mergers and acquisitions while exploring how for-profit and nonprofit buyers differ in their approaches to valuing assets and implementing ownership changes. You'll hear the stories of a Dallas-based senior living organization that acquired a senior living community in Fort Worth and a Florida-based multi-site organization that divested several campuses. Get the guidance you need to navigate the acquisition/disposition process, including steps you should take after concluding that certain components of your organization are not contributing value to the enterprise.

Monday, November 03, 2025, 3:00 – 4:00 p.m.

62-E. Boost Consumer Engagement with Thoughtful Website Design

Every senior living organization has a website that provides essential information about its programs and services to older adults and their caregivers. The most effective websites incorporate user-engagement features that enable prospective residents to navigate the site easily, find the information they need, and request additional details. This session will demonstrate how to design accessible and intuitive websites tailored to your target audiences. Presenters will draw on their experiences designing websites for senior living and affordable housing communities to provide actionable insights into web accessibility features, explain how to optimize content for users and search engines, and offer tips for designing intuitive navigation pathways. You'll appreciate the impact of thoughtful web design on engagement and satisfaction.

Monday, November 03, 2025, 3:00 – 4:00 p.m.

77-E. Positioning Senior Living in a Value-Based Care Environment

Recent research suggests that senior living residents experience lower mortality rates and fewer hospitalizations than their peers in the broader community. This session will explore what these research findings suggest about the growing value of the housing and care provided to older adults living in congregate settings. Presenters will discuss the role that senior living organizations play in delivering integrated solutions for chronic disease management and proactive well-care. They will also detail integrated housing and care models that offer preventive services while boosting resident satisfaction, improving healthcare outcomes, and providing financial incentives to senior living providers. You'll gain insights into the role of data in positioning your community to participate in value-based care.

Monday, November 03, 2025, 3:00 – 4:00 p.m.

94-E. International Perspectives: Embracing Holistic, Community-Centered Care Models

It's time to rethink traditional care environments and embrace holistic, community-centered models that enhance older adults' well-being and quality of life. That's the message you'll hear during this session, led by a leader from Mercy Health in Melbourne, Australia. The presenter will showcase innovative approaches to care, including small household living, dementia-specific programs, and intergenerational initiatives. You'll learn about the benefits of creating self-contained environments called "precincts" that integrate aged care services, healthcare settings, housing, and community spaces to help older adults maintain independence, stay connected to a broader social fabric, and receive tailored healthcare support. Your organization will gain strategies for adopting integrated approaches that prioritize individual needs while encouraging engagement with the community.

Monday, November 03, 2025, 3:00 – 4:00 p.m.

113-E. How to Ace Your 2025 Annual Recertification Survey

Are you dreading your upcoming annual state survey? Take a deep breath—and then attend this session to gain expert tips for preventing surveys from causing stressful disruptions to your operations. Presenters will suggest practical strategies for managing the state survey process, such as conducting a comprehensive mock survey that identifies compliance gaps and assesses high-risk areas. Learn how a mock survey helped one provider improve survey outcomes and strengthen operational compliance. You'll discover how this approach can foster a culture of continuous improvement by helping all team members understand compliance requirements and feel a shared responsibility for survey readiness.

Monday, November 03, 2025, 3:00 – 4:00 p.m.

114-E. Immigration Policy and the Aging Services Workforce

Decisions regarding immigration policy have significant implications for the aging services workforce. Join this session to hear a detailed report on recent developments in federal immigration policy and explore how these changes impact the ability of providers to attract and retain essential caregiving talent. An engaging discussion with policy experts will provide a deeper understanding of current federal actions and demonstrate how LeadingAge and its partners are advocating on Capitol Hill to protect and expand the workforce, maintain continuity of care, and support providers as they navigate this complex policy landscape.

Monday, November 03, 2025, 3:00 – 4:00 p.m.

130-E. International Perspectives: Fostering Lifelong Engagement in Age-Inclusive Urban Areas

A growing percentage of older adults live in urban areas, and this trend is expected to continue. This session will illustrate how to reimagine urban spaces as collaborative, age-inclusive environments that view ageing as a societal asset. Presenters will share their expertise in age-friendly urban design and urban longevity. They'll introduce you to the City of Longevity framework, developed by the United Kingdom's National Innovation Centre Ageing to promote healthier, more inclusive urban environments. Representatives from Lasell Village in Newton, MA, will describe their community's focus on integrating lifelong education, multigenerational design, and community engagement. Don't miss this opportunity to explore program designs, urban planning strategies, and data-driven approaches to creating healthier, more inclusive cities for all ages.

Monday, November 03, 2025, 3:00 – 4:00 p.m.

144-E. It's Time to Rethink Your Training Strategies

Senior living communities excel at developing "compliance" training programs to meet legal requirements. However, they often overlook the need for "learning and development" training programs that emphasize employee engagement, service excellence, and clinical outcomes. This session will challenge the status quo by recommending that providers adopt a more intentional training strategy. Presenters will share examples of aging services organizations that have used learning and development strategies to redesign an employee orientation program, create an award-winning customer service program, and develop an in-house leadership academy. You'll gain tools to evaluate your organization's learning and development offerings and find inspiration to rethink your training approach.

Monday, November 03, 2025, 3:00 – 4:00 p.m.

145-E. How a Trauma-Informed Approach Can Promote Workforce Wellness

Many older Americans will experience at least one traumatic event that affects their physical, mental, and social health. This session will propose that trauma also affects the people who care for older adults, and that a person-centered, trauma-informed (PCTI) approach can enhance the health and well-being of these caregivers. Presenters will describe the implementation of PCTI, highlight the model's potential to improve workforce wellness, and offer solutions to reduce staff vacancies, decrease turnover, and attract new talent. You'll take home practical tips for integrating PCTI principles into organizational policies and procedures that benefit team members, care recipients, family caregivers, volunteers, and organizations providing care.

Monday, November 03, 2025, 4:30 – 5:30 p.m.

8-F. International Perspectives: Using Technology to Transform Care Delivery

The Digital Support Hub model helps Scottish aged care organizations provide scalable, person-centered care to older adults by blending digital tools with human interaction. This session will explore how the Hub uses a simple, one-button computer and regular welfare calls to engage with older adults living in the community, address gaps in traditional care delivery, tailor care to individual needs, and reduce reliance on in-person services. Presenters will outline strategies for using the Hub model to address workforce shortages, improve staff retention, and empower caregivers and care recipients. You'll take home practical steps for using a Digital Support Hub to reduce hospitalizations, support transitions to independent living, and preserve autonomy—all while achieving significant cost savings.

Monday, November 03, 2025, 4:30 – 5:30 p.m.

9-F. For Dining Success, Blend High-Tech and Human Ingredients

Senior living organizations operating in today's business environment often find it challenging to manage operational costs. This challenge is particularly evident in dining services and this session will demonstrate how to reduce costs and enhance dining quality by using technology to streamline your culinary operations. Presenters will share examples of technology solutions—from electronic menus and voice-activated appliances to smart thermometers and electronic inventory management systems—that can boost efficiency and elevate the overall customer experience. You'll also discover practical, simple, and effective methods for ensuring that human interaction remains at the heart of the dining experience so you can continue providing memorable meals that appeal to every guest.

Monday, November 03, 2025, 4:30 – 5:30 p.m.

21-F. Shining a Light on Antisemitism in Aging Services

Incidents of antisemitism continue to surge across the United States. Still, many providers of aging services may be unaware of how this ancient form of hatred could affect their organizations, regardless of their religious affiliation. This session will provide an overview of anti-Jewish themes and tropes, examine the manifestations of antisemitism throughout history, and provide insights that are broadly relevant—not only to those serving Jewish communities, but to anyone seeking to better understand and address anti-Jewish hatred. The session will also include real-world scenarios tailored to challenges relevant to aging services. A representative from the American Jewish Committee will present practical tools for recognizing and effectively responding to antisemitism, both personally and in the workplace.

Monday, November 03, 2025, 4:30 – 5:30 p.m.

32-F. Building a Pathway to Success: Succession Planning for Mid-Level Managers

Succession planning has long been recognized as an essential tool for maintaining talent continuity in an organization's C-suite. However, as this session will demonstrate, it also plays a critical role in developing the skills of mid-level managers. Representatives from Acts Retirement-Life Communities will describe their mid-level succession planning program, which features internal leadership initiatives, undergraduate and graduate-level programs offered in partnership with local colleges, and a structured mentorship program. You'll discover how to identify and assess high-potential managers, create personalized development plans, and align talent development with business objectives. Join this session to acquire the tools you need to identify, develop, and retain high-potential middle managers to help ensure organizational growth and stability.

Monday, November 03, 2025, 4:30 – 5:30 p.m.

49-F. Strategic Success: Engage Stakeholders and Measure Progress

Westminster Canterbury Richmond took deliberate steps to enhance transparency and collaboration during its 2022 strategic planning process, which laid the groundwork for a major campus expansion. During this session, the organization's chief executive and director of strategic growth will describe how they engaged workgroups of organizational leaders, board members, residents, and staff to set organizational priorities and identify desired outcomes. Presenters will showcase the accountability tool they used to check in regularly with more than 35 of the organization's leaders. They'll also present two case studies detailing the organization's recommitment to strategic growth and its evolving approach to wellness and fitness. Learn how to implement a strategic planning process that engages stakeholders, measures progress, and ensures accountability.

Monday, November 03, 2025, 4:30 – 5:30 p.m.

63-F. Reaching Out to Solo Agers to Increase Sales and Diversity

Senior living communities often face two marketing challenges: filling one-bedroom and studio apartments and increasing diversity within their resident populations. This session will explore how communities can achieve both goals by reaching out to solo agers, including those from diverse cultural backgrounds, the LGBTQ+ community, and other historically underrepresented groups. Presenters will examine the unique needs and aspirations of solo agers while sharing effective marketing strategies designed to attract them to senior living communities. You'll gain tips for hosting marketing events that showcase smaller residential units that have traditionally remained vacant and acquire insights to help you connect with prospective residents from the Black, Latino, Asian, and LGBTQ+ communities.

Monday, November 03, 2025, 4:30 – 5:30 p.m.

78-F. RAD for PRAC in Senior Housing: Are You Ready to Convert?

In 2019, the U.S. Department of Housing and Urban Development (HUD) updated the Rental Assistance Demonstration (RAD) program so providers could convert HUD 202 Project Rental Assistance Contracts (PRAC) into 20-year Section 8 contracts. These conversions enable RAD participants to secure new financing, maintain surplus cash flow, and receive higher rents in exchange for providing additional supportive services. This session will offer an overview of the RAD for PRAC program, explain why Section 202 housing providers might want to participate, and outline the program's rent-setting rules. Presenters will identify the program's advantages and disadvantages, suggest refinements to address program challenges, and lay out the steps you can follow to determine if your property should participate.

Monday, November 03, 2025, 4:30 – 5:30 p.m.

79-F. What Rising Insurance Rates Mean for Your Property

Today's property market remains fractured, unstable, and increasingly expensive. This is especially true for properties in geographic regions at greater risk for severe natural disasters or other events that can cause significant damage and lead to double-digit increases in property insurance rates. This session will help you understand the current property market, how insurance rates are determined, and strategies for combating rising costs. Panelists will share their predictions for the future and outline the opportunities that a chaotic insurance market might present for your organization.

Monday, November 03, 2025, 4:30 – 5:30 p.m.

95-F. Your Wellness Strategy: Aligning Operations with Expectations

Many older adults are seeking a senior living community that will foster their physical, emotional, and social well-being. Will your community meet their expectations? This session will provide valuable guidance to help you integrate the concepts of wellness and well-being into your mission to support resident satisfaction, longevity, and purpose. Presenters will help you understand how innovative approaches to promoting wellness can position your organization as the preferred choice for older adults looking for a vibrant and supportive living environment. Hear from senior living operators who have created vibrant communities that cater to the whole person. You'll take home practical strategies for aligning your operations with evolving consumer expectations to ensure your organization's long-term success.

Monday, November 03, 2025, 4:30 – 5:30 p.m.

115-F. Mapping and Navigating a Changing Landscape for Nonprofits

What does it mean to be a nonprofit organization in the United States? Recent White House executive orders, shifting agency priorities, and Congressional activities may soon influence your answer to that question. This session will provide insights into the evolving policy and legal landscape for nonprofits and the risks these changes may pose for your organization. Presenters will examine the potential for increased scrutiny of nonprofits and emerging threats associated with the perceived missions and activities of specific groups. They'll also outline legislative and regulatory changes affecting tax-exempt status and charitable donations. Stay informed about recent developments, explore what may lie ahead, and consider actions your organization can take to mitigate potential risks.

Monday, November 03, 2025, 4:30 – 5:30 p.m.

131-F. Inclusive Planning and Design to Support an Expanded Mission

Goddard House, a 175-year-old single-site assisted living and memory support community in Brookline, MA, embarked on a journey in 2019 to expand a mission that already distinguished it from the competition. This session will showcase the significant physical updates that Goddard House undertook to support programs deemed essential to that expanded mission, which calls for greater engagement with the Boston community, an increased focus on the creative arts, and renewed efforts to foster a sense of belonging for everyone. Presenters will describe the community's innovative approach to aging and examine the inclusive master plan and evidence-based design process that have enabled the Goddard House campus to create space tailored to support current and future residents and programs.

Monday, November 03, 2025, 4:30 – 5:30 p.m.

132-F. Meet the Adult Family Home: Prefabricated Congregate Housing

As the shortage of affordable and accessible housing persists, addressing the needs of an aging population becomes increasingly urgent. This session will present an innovative solution: the Adult Family Home, a prefabricated congregate housing prototype that features five to ten bedrooms and is designed to help unrelated adults age in place, foster relationships, and receive assistance with daily activities. Presenters will discuss the model's biophilic design principles, which enhance connections to nature, outline its financial benefits, including reduced initial startup costs, and describe its potential as a financeable option for small business operators. You'll discover how this model cultivates vibrant, supportive communities while addressing pressing housing needs.

Monday, November 03, 2025, 4:30 – 5:30 p.m.

146-F. Easy-to-Implement Strategies for Boosting Staff Retention

Are you looking for proven strategies to boost staff retention? Look no further than this session featuring leaders from Chelsea Jewish Lifecare in Chelsea, MA. Chief Executive Officer Barry Berman and Chief Operating Officer Betsy Mullen will discuss their organization's impressive retention record: 25% of the employees have been with the organization for at least 10 years, nursing staff turnover is among the lowest in the state, and they haven't relied on staffing agencies for 30 years. Presenters will share their keys to success, including an innovative onboarding process, ongoing communication, and staff appreciation initiatives. Join this session to learn easy-to-implement strategies for reducing vacancies, lowering turnover, and fostering a high-performing culture.

Tuesday, November 04, 2025, 8:30 – 9:30 a.m.

10-G. International Perspectives: Can AI Transform Care and Safeguard Human Rights?

Artificial Intelligence (AI) is poised to disrupt social care with promises of transformative care delivery. This session will explore how AI-powered technologies, appropriately used, can also safeguard human rights and ethical integrity while improving lives. Presenters will examine Oxford University's principles for designing and implementing AI and the Scottish Human Rights Commission's FAIR Model, which places individuals requiring care at the heart of decision-making processes. They'll also introduce you to cAIr, an AI-powered assistant that expands access to services in underserved areas, drives inclusive delivery, and enhances equity, well-being, and autonomy. You'll learn how technology can uplift humanity, empower care systems, and reshape futures while adhering to principles of equity, dignity, and compassion.

Tuesday, November 04, 2025, 8:30 – 9:30 a.m.

22-G. From Vision to Practice: Planning for Inclusion

In 2022, LeadingAge Ohio incorporated diversity, equity, and inclusion (DEI) goals into its strategic plan. It then enlisted volunteers from member organizations to help create meaningful DEI resources within the Buckeye State. In this session, presenters will discuss how a DEI framework can help reduce employee turnover, improve workforce satisfaction, and create more welcoming environments for residents. You'll learn how current trends and public sentiment about DEI may impact the aging services sector and explore strategies for maintaining and advancing DEI initiatives in a shifting social and political landscape.

Tuesday, November 04, 2025, 8:30 – 9:30 a.m.

33-G. Engaging, Strengthening, and Compensating Board Members

Creating a high-performing nonprofit board of directors entails more than simply selecting individuals to serve. Organizations must also strive to enhance the impact of board members once they are recruited. This session will examine the holistic Board Lifecycle Program implemented by Sun Health Communities in Surprise, AZ. Presenters will describe program features, including strategic recruitment aligned with effective board engagement, an onboarding process designed to help new board members contribute and thrive, and a board rotation policy that encourages fresh perspectives while maintaining institutional knowledge. The Board Lifecycle Program also features board compensation to boost recruitment, raise expectations, and enhance engagement. Get ready to access practical tools that will help you develop a high-impact board.

Tuesday, November 04, 2025, 8:30 – 9:30 a.m.

50-G. The Senior Living Imperative: Prepare for Sustained Growth

Senior living providers are experiencing unprecedented demand for housing and services from a changing consumer base. Providers can respond most effectively by identifying and capitalizing on new growth opportunities. During this session, experts from the National Investment Center for Seniors Housing & Care, NIC MAP Vision, and Greystone will discuss relevant analytics and research findings related to market absorption, occupancy rates, and revenue growth in the senior living sector. Presenters will identify markets poised for expansion, help you assess financial performance and growth opportunities, and show you how to act on data trends and market dynamics to prepare your organization for sustainable growth. You'll acquire the tools and insights to transform today's market complexities into tomorrow's successes.

Tuesday, November 04, 2025, 8:30 – 9:30 a.m.

64-G. Maintaining Stakeholder Trust in Times of Change

How do senior living communities maintain the trust of residents, families, staff, supporters, and partners while navigating significant organizational change? This session will demonstrate how a positive public relations initiative can help. Presenters will showcase a Pennsylvania-based retirement community that formed a holding company, became a subsidiary of that company, and then took an entrepreneurial approach to spinning off a staffing agency and home healthcare service. They will explain how the community crafted and executed a communications campaign that introduced the new entity to stakeholders while addressing their potential confusion and fear. You'll return home with a checklist of communication materials you should develop when facing a significant change.

Tuesday, November 04, 2025, 8:30 – 9:30 a.m.

80-G. It's Time to Reset Your Approach to Culinary Success

Your life plan communities can no longer dictate dining products, services, and rules, or be satisfied with occasional menu refreshes. Instead, it's time to reset your entire approach to dining so you can finally recover from the staffing shortages, supply chain challenges, and skyrocketing costs that defined the pandemic years. Presenters will show you how to collaborate with stakeholders to rediscover the drivers behind operational success and achieve excellence in your culinary experience. You'll learn how to create a strong and talented "core" team to help you operate a high-quality dining operation that reflects your community's unique culture.

Tuesday, November 04, 2025, 8:30 – 9:30 a.m.

81-G. On-Site Care: Promoting Health in Life Plan Communities

Life plan communities strive to maximize resident independence and well-being by providing multiple levels of care and service so residents can avoid hospital admissions when their needs change. This session will introduce a critical step toward achieving that goal: employing healthcare practitioners to deliver primary care and care coordination through on-site clinics home visits, and telehealth services. Presenters will demonstrate how on-site primary care can help reduce resident hospitalizations and facilitate transitions between service levels while improving access to medication reconciliation, behavior management, advanced care planning, and palliative care. You'll discover the types of on-site medical services residents expect and how an on-site healthcare team can build trust in your organization.

Tuesday, November 04, 2025, 8:30 – 9:30 a.m.

96-G. Body & Soul: Connecting Spirituality, Health, and Wellness

Spiritual care helps older adults find purpose, increase resilience, build coping mechanisms, and address concerns about suffering and mortality. This session will explore innovative approaches to meeting residents' increasingly diverse cultural and religious needs. Presenters will discuss activities that nurture spirituality, such as nature outings, organized social interactions, and dedicated spaces for prayer or meditation. They'll also demonstrate how training staff to provide high-quality spiritual care can positively impact employee morale, job satisfaction, and personal growth. You'll gain a deeper understanding of the link between spirituality and health, the benefits of integrating residents' spiritual preferences into their care plans, and the value of making high-quality spiritual care a strategic and mission priority for your organization.

Tuesday, November 04, 2025, 8:30 – 9:30 a.m.

97-G. What Family Caregivers Want: Solution-Based, On-Demand Resources

In 2023, Parker Health Group in Piscataway, NJ, asked family caregivers of clients enrolled in its adult day services program how the organization could better support them. The caregivers asked for solution-based information, available on demand, to help them fulfill their caregiving responsibilities. During this session, representatives from Parker and Trualta, an online platform for family caregivers, will describe how Parker responded by creating an educational learning platform, integrated with Trualta, that offers information, resources, programming, and services for caregivers and clients. Presenters will outline the initiative's startup and implementation, staffing resources, operational considerations, and cost.

Tuesday, November 04, 2025, 8:30 – 9:30 a.m.

116-G. How Will Federal Policy Changes Impact Your Nursing Home?

Every new federal administration reshapes the country's policy landscape in ways that can significantly impact the daily operations of nursing homes nationwide. During this session, the LeadingAge advocacy team will discuss recent policy developments from the Centers for Medicare & Medicaid Services, the Centers for Disease Control and Prevention, and the current administration. Presenters will help you understand how these developments are likely to affect your organization. They'll also identify resources and advocacy opportunities that can keep you informed about future changes.

Tuesday, November 04, 2025, 8:30 – 9:30 a.m.

117-G. The Impact of Federal Reforms on Affordable Senior Housing

How will systemic changes across federal programs impact the future of mission-aligned affordable housing for older adults? Attend this session to stay informed about the rapidly evolving landscape of affordable senior housing. Presenters will provide a comprehensive overview of funding freezes, regulatory changes, and modifications to the federal housing workforce. You'll gain the knowledge and insights necessary to address current uncertainties and navigate the challenges and opportunities that lie ahead.

Tuesday, November 04, 2025, 8:30 – 9:30 a.m.

133-G. Integrating Intergenerational Principles into Your Projects

Intergenerational connections can enhance both the design and operation of senior living environments. This session will offer practical strategies to help you create meaningful and sustainable multigenerational environments that give owners, developers, and designers a competitive edge in today's evolving market. Presenters will share a roadmap developed by the Joint Intergenerational Task Force convened by SAGE, AIA Design for Aging, and the Center for Health Design. They will unveil the task force's new findings, case studies, and actionable strategies. You'll gain valuable insights into the challenges you may encounter as you integrate intergenerational principles into your projects and operations. You'll also gain strategies that can lead to successful outcomes.

Tuesday, November 04, 2025, 8:30 – 9:30 a.m.

147-G. Designing Home Care Roles to Better Support Workers and Clients

Direct care professionals are essential to long-term care, yet this workforce faces persistent challenges, including high turnover, low wages, and limited career advancement opportunities. This session will introduce a Universal Worker framework that enhances job quality and client outcomes by providing direct care professionals with advanced roles. Representatives from PHI, a national workforce organization, will describe one such role: a Care Integration Senior Aide (CISA) who observes, documents, and reports clients' clinical conditions to their care team. Home care providers will explain how they partnered with PHI to implement the CISA role. Discover how to use the Universal Worker framework and CISA role to transform workforce challenges into opportunities that ensure sustainable, high-quality care delivery.

Tuesday, November 04, 2025, 3:00 – 4:00 p.m.

11-H. Achieve Long-Term Wellness with Real-Time Service Coordination

Senior living communities aspire to help older residents and clients maintain the highest level of wellness for as long as possible. This session will explore how real-time service coordination can help. Representatives of PointClickCare, a cloud-based healthcare software platform, will describe a technology tool that puts comprehensive information about a resident's condition into the hands of caregivers so they can recognize and respond swiftly to the first signs of changing needs. Presenters will outline how timely information can help senior living organizations proactively prevent falls, hospitalizations, and move-outs. They will also offer strategies for collaborating with providers of outpatient therapy, home health care, and pharmacy services to improve care coordination.

Tuesday, November 04, 2025, 3:00 – 4:00 p.m.

23-H. Alone in a Crowd: Addressing Loneliness in Senior Living

The serious health risks associated with loneliness among individuals living alone are well-documented. However, less is known about addressing isolation that persists even when people reside in a community with their peers. This session will explore the difference between genuine human connection and mere physical proximity. Presenters will identify ways in which isolation and loneliness can persist within communities and examine the additional challenges that LGBTQ+ older adults face when accessing care, shelter, and community support. You'll discover new opportunities to promote inclusion and connection among older adults and team members, ranging from small cultural shifts to more significant changes in the design of the built environment.

Tuesday, November 04, 2025, 3:00 – 4:00 p.m.

34-H. Enhancing Your Board's Financial Expertise

Good governance entails more than simply assembling a diverse group of board members with the skills and background necessary to advance your organization's mission. It also requires organizational leaders to help board members fully grasp their fiduciary responsibilities. During this session, you'll discover strategies for enhancing the financial acumen of board members, enabling them to develop a thorough understanding of your organization's financial and operational health. This understanding will allow all board members to engage in strategic planning, participate in nuanced discussions about the ramifications of financial decisions, and make informed decisions. If your board is seeking ways to promote open, informed discussions that foster effective governance and accountability, this session is for you.

Tuesday, November 04, 2025, 3:00 – 4:00 p.m.

35-H. Breaking Barriers: The Journey of Women to C-Suite Success

During this must-attend session, women executives in aging services will discuss their professional journeys, challenges, and career-defining moments. Chief executive officers, chief operating officers, and vice presidents will share their stories of perseverance and innovation, offering lessons to help other women leaders navigate career transitions, overcome obstacles, and build resilience. Discover the leadership qualities that fueled their success and gain practical strategies for finding mentors, building professional networks, and cultivating confidence. Whether you're an emerging leader, a mid-career professional, or a seasoned executive, you'll leave this session with actionable insights to guide your career journey and create work environments that empower and support the advancement of women leaders.

Tuesday, November 04, 2025, 3:00 – 4:00 p.m.

51-H. Enhance Workforce and Community Impact with Employee Scholarships

Your organization can address workforce challenges and promote employee development by offering scholarships to help employees pursue higher education and improve their professional skills. This session will highlight three organizations that award scholarships to employees and students with support from residents who make donations, review applications and allocate awards. Presenters will discuss the development, implementation, and outcomes of scholarship initiatives while sharing practical steps for securing funding, engaging stakeholders, and measuring success. Discover how to create scholarship programs that empower employees, attract new talent, and reinforce your organization's commitment to mission-driven service. You'll obtain tools to evaluate your scholarship program's success, ensure its lasting impact, and demonstrate a return on investment for your organization and workforce.

Tuesday, November 04, 2025, 3:00 – 4:00 p.m.

52-H. How to Identify Your Organization's Growth Path

How do progressive organizations adapt to meet growing market demand? This session will explore two approaches. You'll learn how a Florida-based single-site life plan community implemented a strategic growth plan to establish a satellite campus, and how a Tennessee-based multi-site organization's growth strategy led it to expand an existing campus. While both growth initiatives were similar, each organization employed unique strategies to achieve its goals. Presenters will guide you in formulating key questions to ask yourself, your board, and other stakeholders when developing market-based, mission-aligned growth strategies. You'll also learn how market analysis, vision setting, and strategic repositioning contribute to successful growth. Don't miss this opportunity to identify your organization's growth path.

Tuesday, November 04, 2025, 3:00 – 4:00 p.m.

65-H. How Artificial Intelligence Can Help Consumers Find You Online

At least 30% of moves to life plan communities occur after prospective residents search for retirement options using online search tools. This session will show you how to capitalize on this new trend by paying closer attention to search engine optimization (SEO), a method for presenting website content so search engines like Google can help consumers find you online. Presenters will show you how to harness the power of artificial intelligence (AI) to improve SEO and boost your online visibility. You'll also get tips for using AI-driven tools to automate online tasks, enhance the quality of your web content, establish authority in niche topic areas, and achieve significant growth in visibility and user engagement.

Tuesday, November 04, 2025, 3:00 – 4:00 p.m.

82-H. Financial and Clinical Collaboration in Nursing Homes

Ensuring financial sustainability while delivering high-quality care presents an ongoing challenge for today's nursing homes. This session will present an effective way to address this challenge: developing a close working relationship between your Revenue Cycle Management (RCM) team and Minimum Data Set (MDS) coordinators. Presenters will share several case studies illustrating how RCM-MDS collaborations within an organization can enhance accuracy in resident assessments, optimize reimbursements, and ensure regulatory compliance. You'll gain insights to help you align your financial and clinical management systems to improve operational efficiency and financial performance outcomes while maintaining regulatory compliance and avoiding penalties.

Tuesday, November 04, 2025, 3:00 – 4:00 p.m.

98-H. International Perspectives: Ageing Stages Aligning Healthspan and Lifespan

Imagine a future in which health span—the years an individual spends free of significant disease or disability—aligns more closely with a person’s lifespan. During this session, presenters from Australia and the United States will unveil new, previously undefined stages of ageing and explore how an understanding of these stages could guide you in implementing innovative care solutions and forward-thinking policies that address the biological, social, and psychological changes that older people experience. You’ll gain a new perspective on aging that will help you challenge traditional care models and create new opportunities for your organization and the people it serves.

Tuesday, November 04, 2025, 3:00 – 4:00 p.m.

99-H. Assessing “Challenging Behaviors” to Identify Unmet Needs

Are you having a bad day? If you lived in a nursing home, you might be labeled as a difficult, combative, or unpredictable resident who exhibits “challenging behaviors.” This session will highlight how the Vermont Veterans Home works to eliminate negative labels by helping team members embody compassion, curiosity, and empathy when interacting with residents. Presenters will describe how the community proactively assesses what a resident’s actions communicate about their unmet needs so team members can take a strengths-based approach to improving that person’s quality of life. Discover how language influences staff perceptions of residents, how behaviors communicate unmet needs, and how to eliminate negative labels in your organization.

Tuesday, November 04, 2025, 3:00 – 4:00 p.m.

118-H. Modernizing Your Approach to Affordable Housing Operations

Affordable housing providers will soon be required to navigate significant changes in the rules governing who lives in federally subsidized communities, the federal rental assistance each household receives, and how providers communicate with, screen, and accommodate applicants and residents. This session will encourage you to view these upcoming changes as opportunities for modernization and optimization. Presenters will introduce effective practices to help you achieve the mission of affordable housing while adhering to new rules and policies. They will discuss mission-driven approaches to implementing the Housing Opportunity Through Modernization Act (HOTMA), recommend adjustments to criminal background screening, and help you foster positive resident outcomes and streamline workflows for housing staff.

Tuesday, November 04, 2025, 3:00 – 4:00 p.m.

119-H. Medicare's Aging at Home Policy Paradox

Studies have consistently shown that older adults prefer to age at home. Despite these trends, investments in home health, hospice, and other Medicare-funded home and community-based services remain misaligned with growing consumer demand for these essential services. Join this session to acquire up-to-date knowledge about home health and hospice policy. Presenters will examine changes to Medicare that are helping—and hurting—home-based providers striving to meet the needs of older adults who wish to age in place.

Tuesday, November 04, 2025, 3:00 – 4:00 p.m.

134-H. The Evolution of Campus Design: A Holistic Approach

As the older adult population continues to grow, senior living communities must evolve to meet the increasingly diverse and multifaceted needs of their residents. This session will provide two essential tools for achieving this goal: experience-based design, which examines the lived experiences, emotions, and behaviors of older adults, and data-driven design, which uses quantitative metrics to identify inefficiencies and enhance functionality. Presenters will explore the principles, value, and application of both design models and offer tips for combining these approaches to create communities that balance empathy and efficiency. You’ll gain tools to help you build adaptable, sustainable, and future-ready living spaces that promote the physical, emotional, and social well-being of older adults.

Tuesday, November 04, 2025, 3:00 – 4:00 p.m.

148-H. How to Cultivate a Culture of Growth and Inclusivity

Studying the characteristics of senior living communities with healthy organizational cultures can help providers shape thriving workplaces of their own. This session will showcase how a two-year workforce-strengthening initiative at San Francisco’s Sequoia Living reduced turnover and enhanced resident satisfaction. Presenters will detail how the initiative encouraged residents and team members to embrace a growth mindset that respectfully challenges the status quo, foster an inclusive environment where all voices are heard, and exercise accountability and care to increase engagement and outcomes. You’ll discover how the initiative reduced Sequoia Living’s turnover to an all-time low of 17% and improved the “culture score” the organization receives from its employees.

Tuesday, November 04, 2025, 4:30 – 5:30 p.m.

12-I. Healthcare Cybersecurity: Strategies to Protect Your Organization

Information technology (IT) experts in aging services have long recognized their responsibility to protect their organizations and the individuals they serve from the criminal or unauthorized use of electronic health data. Yet, many IT departments find it challenging to fulfill this obligation due to limited tools and resources. This session will introduce actionable cybersecurity and compliance strategies designed to safeguard the integrity of electronic medical records and protected health information. Presenters will share practical examples and scenarios to help you strengthen data protection, ensure privacy, and manage risk within your existing systems. You’ll also discover additional measures to help you maintain robust data security and comply with external cybersecurity requirements.

Tuesday, November 04, 2025, 4:30 – 5:30 p.m.

24-I. Operationalizing a Culture of Inclusion and Belonging

Many organizations struggle to create inclusion and belonging initiatives that are impactful and sustainable. During this session, representatives from Brookhaven at Lexington, a life plan community in Lexington, MA, and Orange Grove Consulting, a talent management consultant, will demonstrate how to enhance inclusion by evaluating your organization’s levels of belonging and measuring its progress in achieving key inclusion goals. Presenters will provide an overview of the data collection process they used to evaluate Brookhaven’s current culture of inclusion and belonging, including its talent management practices. With Brookhaven as your guide, you’ll discover how to launch similar initiatives that will enable your organization to operationalize a culture of inclusion and belonging.

Tuesday, November 04, 2025, 4:30 – 5:30 p.m.

36-I. What’s Your Organization’s Good Governance Score?

True or false? “Most of our board’s meeting time is devoted to hearing management reports; directors speak less than 10% of the time.” During this session, a governance advisor will use this and other true-false statements to help you evaluate your board’s performance on the “Good Governance Index.” Along the way, you’ll explore key governance principles, including the role board members play in charting and securing the future of their organizations, and how governance structures and policies influence the board’s effectiveness. Join this session to discover how closely your board’s practices align with sound governance principles, identify policies and actions that will strengthen your board, and learn strategies for overcoming obstacles that hinder good governance.

Tuesday, November 04, 2025, 4:30 – 5:30 p.m.

37-I. Workforce Development: Join the Leadership Fellowship Program

The Leadership Fellowship Pilot Program, a collaboration between LeadingAge and the United Negro College Fund (UNCF), aims to raise awareness about careers in aging services by inviting high-potential, mid-level leaders to spend a year working in non-clinical roles at LeadingAge provider organizations. This session will explore the pilot program’s strategic approach to workforce development in aging services, explain how UNCF recruits prospective fellows for provider-specific positions, and review the program’s curriculum, which introduces fellows to the field of aging services. You’ll hear from providers and fellows about their experiences in the program and learn about the mentoring support fellows receive as they prepare to pursue promising careers in aging.

Tuesday, November 04, 2025, 4:30 – 5:30 p.m.

53-I. Strategic Partnerships for Developing Affordable Senior Housing

Developing affordable housing has become increasingly complex in recent years, particularly for providers aiming to serve older adults with health conditions and unique cultural needs. This session will explore how mission-driven organizations can establish and maintain strong partnerships that can help bring affordable housing projects to life. Presenters will share tips for identifying the best partners, overcoming challenges, leveraging multiple funding sources, and staying focused on your organization’s mission and the well-being of residents. Whether you’re just starting out in the housing field or looking to expand your reach, this session will provide practical insights you can use to move your vision from concept to community.

Tuesday, November 04, 2025, 4:30 – 5:30 p.m.

66-I. Building Your Organization’s Brand from the Inside Out

Building a strong brand involves more than designing a logo and developing a catchy tagline. It’s also about creating an authentic emotional connection between your organization and its consumers, team members, and stakeholders. This session will show you how to cultivate your brand from within by engaging team members at all levels in defining and communicating your organization’s core values. Presenters will share a cross-departmental game plan for connecting team members to your organization’s vision and implementing an intentional workplace culture that unites everyone around a shared mission. You’ll take home a framework for ongoing storytelling that links team members to your brand and keeps them engaged through newsletters, events, and branded merchandise.

Tuesday, November 04, 2025, 4:30 – 5:30 p.m.

84-I. Ease the Financial Pressure of Medicare Advantage Contracts

Almost half (48%) of all Medicare Part A spending went to Medicare Advantage plans in 2023. Yet, providers of aging services typically received payments from these plans that were consistently lower than the direct payments they obtained from the Centers for Medicare & Medicaid Services. This session will help you alleviate the financial pressures your organization may face due to its Medicare Advantage contracts. Presenters will share a straightforward process to maximize Medicare Advantage reimbursements by effectively managing each resident’s case and accurately billing each health plan. You’ll discover critical operational and financial strategies to help you achieve long-term success as Medicare Advantage contracts become a permanent part of the payer landscape.

Tuesday, November 04, 2025, 4:30 – 5:30 p.m.

100-I. Supporting the Grieving Process with Creative Arts

Grief and loss are integral to the human experience. This is particularly true for older adults and their caregivers, who may become vulnerable to social isolation and depression if they don’t process the emotional upheaval of late-life transitions like changes in physical mobility, cognition, or lifelong relationships. This session will explore how the creative arts can help. Presenters will demonstrate how music, art, dance, drama, and poetry can provide emotional support while facilitating self-expression. A music therapist and creative arts coordinator from a Virginia-based life plan community will show you how they engage with the creative arts. You’ll be encouraged to extend your learning by participating in a creative art-making experience.

Tuesday, November 04, 2025, 4:30 – 5:30 p.m.

101-I. Implementing Evidence-Based Practices to Improve Person-Centered Dementia Care

The Alzheimer’s Association Dementia Care Practice Recommendations offer 56 guidelines for professional care providers working with individuals living with dementia. This session will review the report’s recommendations, which are based on a comprehensive review of evidence, best practices, and expert opinions. Presenters will explore several programs across the country that are implementing practices to enhance the quality of care for residents living in residential care settings. You’ll get a close-up look at one coaching program that helps long-term care communities implement system-changing best practices in dementia care. Don’t miss this chance to explore the successes, challenges, and lessons learned from coaching initiatives in both urban and rural communities.

Tuesday, November 04, 2025, 4:30 – 5:30 p.m.

120-I. Can State Statutes Protect Life Plan Communities from Bankruptcy?

The rare occurrences of bankruptcy among life plan communities in recent years have raised a compelling and provocative question: What role should state laws play in protecting these communities from insolvency? This session will explore that question. Presenters will provide an overview of the bankruptcy protections that certain states extend to life plan communities through existing statutes. They will also discuss the effects of state actions that either prevent a life plan community’s bankruptcy or worsen a community’s fragile financial position. Don’t miss this opportunity to join experts in the field as they delve into thought-provoking questions about the financial health of life plan communities.

Tuesday, November 04, 2025, 4:30 – 5:30 p.m.

135-I. Design and Construction: A Better Way to Keep Budgets on Track

High interest rates and construction costs have many organizations struggling to complete senior living projects within budget. Unfortunately, budget overruns often occur late in the construction process, forcing project teams to cut building costs after making significant investments in the design process. This session will present a better approach. Senior living construction experts will demonstrate how to use pre-design programming to set your projects up for success. You’ll learn how to transform financial projections, market demand data, and consumer preferences into detailed project requirements, identify essential construction process components and how each contributes to the total cost, and establish a realistic project scope. This practical guidance will help ensure your project objectives align with your budget.

Tuesday, November 04, 2025, 4:30 – 5:30 p.m.

149-I. Talent Acquisition: A Game-Changer for Senior Living Success

Many older adults move to a senior living community, live there for years, and recommend it to friends because they have forged strong bonds with the organization’s team members. Are you struggling to find exceptional team members to fill these essential roles? This session will encourage you to hire a dedicated Talent Acquisition Specialist who can help you establish an efficient and reliable hiring process. Presenters will describe how this new position can alleviate the burden on your already-busy Human Resources Director while improving retention rates, reducing time-to-hire, and fostering team member growth and satisfaction. Discover how to establish and implement this new role and explore data to help you calculate your potential return on investment.

Tuesday, November 04, 2025, 4:30 – 5:30 p.m.

150-I. Workforce Solutions to Lower Unemployment Expenses

Nonprofit providers of aging services strive to use their budgets to fulfill their missions to serve older adults. However, these organizations may be surprised to learn that operational expenses, including those related to unemployment costs, can drain their budgets of valuable funds that could be better utilized in other areas. During this session, UST Workforce Solutions will present a better approach. The LeadingAge Gold Corporate Partner will demonstrate how you can streamline your human resource processes, ensure regulatory compliance, and create operational efficiencies so your team can direct more resources toward serving your community. You'll learn about various unemployment funding options, including a little-known federal exemption that can lower unemployment costs while building a financial asset that benefits your organization.

Wednesday, November 05, 2025, 8:30 – 9:30 a.m.

13-J. Value-Based Payments: Using Technology to Ensure Success

Is your care setting working to improve resident outcomes through value-based payment models that prioritize high-quality, cost-effective, personalized, and data-driven care? A variety of technology solutions could ensure your success. This session will describe how artificial intelligence can help you reduce hospital readmissions and improve care quality by identifying at-risk residents, predicting potential health complications, and tailoring interventions accordingly. Presenters will also describe technology platforms that lower costs by supporting continuous monitoring and virtual healthcare visits. You'll even learn how to use robotics to streamline repetitive and labor-intensive tasks, allowing staff to concentrate on intensive therapy services. Join this session to discover how technology solutions can help you improve your services and bottom line.

Wednesday, November 05, 2025, 8:30 – 9:30 a.m.

25-J. Bridging the Digital Divide to Unlock Residents' Public Benefits

Gaps in digital literacy and technology access can create economic barriers for affordable housing residents as they navigate public benefits enrollment services that are transitioning to digital platforms. This session will explore how National Church Residences has helped over 3,000 older adults access more than \$11 million in public benefits through its Benefits Enrollment Center. You'll learn how to make benefits enrollment processes more inclusive and accessible to all residents through interventions that provide alternative enrollment methods or offer digital literacy support. Don't miss this opportunity to ensure that residents of your housing community receive the benefits they're entitled to, regardless of their technology proficiency or access to digital tools.

Wednesday, November 05, 2025, 8:30 – 9:30 a.m.

38-J. Accelerating the Impact of a New CEO

Roughly 40% of new chief executive officers (CEO) fail to meet performance expectations within their first year. Nine out of ten CEOs wish they had managed their transitions differently. Westminster-Canterbury of the Blue Ridge, a life plan community in Charlottesville, VA, sought to counter these trends by launching a proactive and supportive transition process that ensured its new CEO's early success. During this session, the community's board chair and new CEO will share key elements of that transition plan. They'll also address common and unexpected obstacles organizations must overcome to ensure a successful transition process. You'll discover how a leadership transition can represent a strategic opportunity that enable organizations to step confidently into a brighter future.

Wednesday, November 05, 2025, 8:30 – 9:30 a.m.

54-J. Diversifying Revenue in Life Plan Communities

Looking to boost revenue by serving older adults before they move to your life plan community? Friendship Village Senior Services in St. Louis, MO, has a few ideas for you. This session will showcase two Friendship Village membership programs that offer prospective residents the opportunity to participate in social events, use community amenities, and access comprehensive campus-based health services. These members also have access to a personal concierge and an exclusive member only app. Discover how these programs shorten the sales cycle, reduce barriers to senior living residency, help fill hard-to-sell small apartments, and increase downstream revenue for ancillary services like home care, private duty, and hospice.

Wednesday, November 05, 2025, 8:30 – 9:30 a.m.

67-J. How to Make Every Team Member a Sales and Marketing Expert

Marketing senior living communities isn't the sole responsibility of your sales and marketing team. Providers will achieve significantly better outcomes by encouraging team members across departments to collaborate on reaching shared sales goals. This session will show you how to engage all team members in boosting resident satisfaction, strengthening your organization's reputation, and identifying new growth opportunities. Presenters will demonstrate how to incorporate everyone's unique input into discussions about what makes your community special. Don't miss this opportunity to discover how tailored marketing approaches can help you achieve more inclusive and effective results and why breaking down barriers among departments is essential for achieving sales success.

Wednesday, November 05, 2025, 8:30 – 9:30 a.m.

85-J. Let Residents and Team Members Reimagine the Continuum

Orchard Cove, a life plan community in Canton, MA, began reimagining its continuum of care in early 2021 in response to sweeping changes in the field of aging, feedback from residents and business priorities. This session will detail the organization's planning and implementation process, led by a multidisciplinary group of team members and residents. Presenters will describe how the Orchard Cove team developed a health and well-being navigation program, actively promoted the well-being of residents and team members, reimagined skilled nursing and introduced a new array of services to maximize independence and enhance quality of life. You'll gain valuable insights to help you engage with stakeholders as you launch a similar process.

Wednesday, November 05, 2025, 8:30 – 9:30 a.m.

102-J. Balancing Autonomy and Safety for People with Dementia

Many residential care settings are reevaluating traditional views about the relationship between resident safety and autonomy. This session will outline practical decision-making frameworks that can help your organization determine the best approach to providing services and supports to older adults living with dementia. Presenters will incorporate the perspectives of various stakeholders as they explore options for honoring residents' autonomy through the built environment, operations, and technology. You'll hear from two organizations currently weighing their options as they decide how best to serve older people living with dementia. Attend this session to gain tools—not pat answers—to help you make thoughtful, responsible, and respectful decisions that benefit the older adults you serve.

Wednesday, November 05, 2025, 8:30 – 9:30 a.m.

121-J. Federal Policy Across the Continuum

Are you managing multiple service lines across the continuum, or just curious about the broader policy landscape affecting aging services? This session is designed for you. The LeadingAge advocacy team will be on hand to review this year's federal policy successes and challenges. You'll gain a clear understanding of key federal legislative and regulatory changes impacting nursing homes, hospice, affordable housing, home health, adult day services, and Medicaid home and community-based services. You'll also hear the latest updates on legal matters, workforce development, and Medicare Advantage. Don't miss this opportunity to catch up on 2025's policy news and prepare for the advocacy initiatives that are expected to emerge in 2026.

Wednesday, November 05, 2025, 8:30 – 9:30 a.m.

136-J. International Perspectives: Providing “Invisible” Care for Urban Older Adults

Providers of public services for the ageing in the city of Ghent, Belgium, are taking steps to shift aged care back to local communities from large, centralized care settings. This session will explore how older adults, neighborhood residents, service providers, and policymakers in Ghent are coming together to investigate how providers might offer “invisible” aged care that fits seamlessly within the surrounding community. Their model would enable older people to live in staffed, small-scale houses near community centres offering additional amenities like greener spaces, on-site grocery stores, restaurants, and childcare for neighborhood residents. Discover what it will take to implement a model that involves “giving care back to the community and bringing the community into care.”

Wednesday, November 05, 2025, 8:30 – 9:30 a.m.

151-J. Improve Your Bottom Line with a Positive Workplace Culture

Can a positive workplace culture transform your organization’s revenue streams and financial performance? According to this session’s presenters, the answer is a definitive and enthusiastic “yes.” Representatives from Transforming Age, a housing and services provider in Washington State, will explain how their organization developed a “Culture of Excellence,” a pocket-sized booklet containing guiding principles that have united team members across five service lines, helped the organization solve complex problems, and improved its financial health. You will hear the business case for creating your own Culture of Excellence and receive a framework and data points to measure how your organization’s culture impacts your mission and bottom line.

Wednesday, November 05, 2025, 10:00 – 11:00 a.m.

14-K. What’s Best for All? Making Inclusive Technology Decisions

Technology adoption can be more challenging when senior living residents and staff feel disconnected from the process of selecting and implementing suitable high-tech platforms. Kenda at Oberlin tackled this challenge by incorporating resident input into every stage of its technology selection and implementation process. This session will provide an overview of how the organization’s collaborative model empowered residents while ensuring the chosen platform met their unique needs. You’ll gain tools to ensure that your new technology enhances your community’s quality of life, improves resident engagement and satisfaction, streamlines operations, and sets the stage for future technology upgrades. Discover practical strategies for promoting inclusive decision-making and leveraging resident feedback while implementing technology.

Wednesday, November 05, 2025, 10:00 – 11:00 a.m.

26-K. Mentorship: The Key to Developing Your Next Leaders

Senior living organizations must cultivate skilled, compassionate, and forward-thinking leaders to meet the growing demand for quality care and innovative solutions. Mentors—seasoned professionals who help mentees navigate challenges, seize opportunities, and grow personally and professionally—are the cornerstone of any initiative aimed at achieving this goal. This session will provide tools for structuring mentorship programs that align with organizational goals and emphasize measurable outcomes like leadership readiness and employee retention. Presenters will explore strategies for establishing sustainable leadership pipelines by identifying and nurturing leadership potential within diverse teams, creating inclusive pathways for growth, and addressing barriers to leadership opportunities.

Wednesday, November 05, 2025, 10:00 – 11:00 a.m.

39-K. Navigating Transition: The Providence Place Acquisition Story

Providence Place, a retirement community in High Point, NC, faced a pivotal moment in January 2024 as it navigated the retirements of its chief executive officer and chief operating officer while grappling with financial challenges and initiating an acquisition process. This session will detail the 10-month journey leading to the community’s acquisition by EveryAge, a multi-site provider based in Newton, NC. Presenters will highlight the strategies, challenges, and lessons learned during the acquisition process and explore how collaboration, mission-driven leadership, and stakeholder commitment ensured a smooth transition for both organizations. They will offer advice on maintaining organizational stability during leadership transitions and financial challenges, fostering teamwork during an acquisition, and successfully linking two middle market organizations with complementary visions.

Wednesday, November 05, 2025, 10:00 – 11:00 a.m.

55-K. Finding New Places Where Your Organization Can Grow

Growth is the most effective strategy for nonprofit organizations seeking long-term sustainability in the senior living sector. But where should you establish a new project, and which senior living offering will best meet the needs of older adults in your chosen locale? This session will help you tackle the formidable task of identifying and prioritizing new locations where your organization can grow. Presenters will guide you to think strategically about potential sites for new growth and show you how to use data tools to prioritize where to conduct detailed site searches and market analyses. You’ll also learn to leverage market-driven information to select the type of project most likely to succeed in your chosen area.

Wednesday, November 05, 2025, 10:00 – 11:00 a.m.

68-K. Balancing Technology and Relationships in Sales and Marketing

Artificial intelligence (AI) offers many benefits to senior living communities seeking to optimize their sales and marketing efforts. However, senior living marketers who want to harness the benefits of AI must work diligently to ensure that human connection remains central to all sales and marketing outreach. This session will explore how AI can streamline sales and marketing strategies by automating routine tasks, analyzing data to identify consumer trends, and facilitating communication through chatbots and personalized email campaigns. You’ll learn how to blend the power of AI with the warmth of human connection to create a truly exceptional experience for prospective residents.

Wednesday, November 05, 2025, 10:00 – 11:00 a.m.

86-K. Integrating Affordable Housing and Healthcare

Hebrew SeniorLife developed the Right Care, Right Place, Right Time (R3) model to offer enhanced wellness services to older adults living in affordable housing. This session will focus on a partnership between Hebrew SeniorLife and Schochet, a property management company that implemented the R3 model. Presenters will outline the resources, organizational readiness, and leadership commitment necessary to become an R3 provider. You’ll gain a deeper appreciation for the significant impact your organization could have if it integrated housing and healthcare. Take home practical steps for engaging more frequently with residents about their health and well-being.

Wednesday, November 05, 2025, 10:00 – 11:00 a.m.

103-K. Create Your Own Dementia Positive Community

Towns and villages across the nation can transform society’s current narratives about dementia by fostering acceptance and inclusion of residents with lived experience. This session will highlight how the town of Southington, CT, is achieving this goal through a partnership with Yale University and LiveWell, a nonprofit organization dedicated to promoting inclusion of individuals living with dementia. Presenters will describe how the partners pioneered the Dementia Positive model, which sparks meaningful dialogue among diverse stakeholders and implements innovative solutions focused on cognitive health, prevention, and early intervention. You’ll leave feeling inspired and equipped with practical strategies for creating your own Dementia Positive Community with help from individuals with lived experiences, families, professionals, and community members.

Wednesday, November 05, 2025, 10:00 – 11:00 a.m.

122-K. Paying for Palliative Care: Hopeful News from the States

An older adult with serious illnesses can benefit greatly from palliative care. Unfortunately, inadequate or nonexistent Medicaid payments restrict beneficiaries’ access to these services and prevent providers from delivering the support older adults need. This session will provide some hope for patients and providers. Presenters will explain how Medicaid agencies across the country are working to create and implement statewide benefits for palliative care by employing value-based payment and bundled payment models to increase reimbursement rates. You’ll discover how paying for palliative care can lead to better and more equitable care, improved quality of life, and better outcomes for Medicaid recipients and their families.

Wednesday, November 05, 2025, 10:00 – 11:00 a.m.

137-K. Develop a Strategic Repositioning Plan for Your Community

Are you seeking ways to transform the challenges facing your senior living campus into opportunities to address local service gaps and shape a brighter future for your organization? This session will provide a roadmap to help you make that happen. Presenters will demonstrate how strategic design, financial planning, and market analysis can ensure your community’s long-term sustainability while creating a vibrant and welcoming environment that exceeds the expectations of older consumers. You’ll gain actionable strategies for exploring current trends and opportunities in senior living, aligning your existing spaces with emerging trends, and developing a strategic repositioning plan that balances resident needs, financial goals, and operational priorities.

Wednesday, November 05, 2025, 10:00 – 11:00 a.m.

152-K. International Perspectives: Addressing Workforce Shortages While Enhancing Global Justice

By 2040, employers worldwide will need an additional 13.5 million professional caregivers to serve a growing population of older adults. Unfortunately, not enough native-born workers are available to fill the required positions. This session will explore global workforce shortages and describe sustainable labor mobility programs aimed at addressing worker scarcity while reducing poverty and enhancing global justice. Learn how two international organizations—Labor Mobility Partnerships and the Global Ageing Network—have joined forces to encourage better public policies and private-sector practices by creating a database containing migrant workers’ priorities and perspectives. Discover how quality overseas jobs in developed economies can provide economic mobility for the globally disadvantaged while benefiting employers, consumers, and economies around the world.

Wednesday, November 05, 2025, 11:30 a.m. – 12:30 p.m.

15-L. Using Technology to Meet Immediate and Long-Term Goals

Should aging services providers view technology as a strategic imperative that drives innovation and long-term growth, or as a tactical solution for addressing immediate operational challenges? This session will explore these questions, and the answers may surprise you. Presenters will suggest that the digital revolution presents an unprecedented opportunity for aging services organizations to integrate technology into their core vision, enabling them to transform operations, improve care quality, and ensure long-term sustainability. Additionally, these technologies can serve as tactical solutions that help organizations address specific operational challenges, resulting in immediate and measurable improvements. Discover how to take an integrated, strategic approach to deploying technology solutions that can support long-term transformation and innovation while meeting immediate needs.

Wednesday, November 05, 2025, 11:30 a.m. – 12:30 p.m.

56-L. Stronger Together: Securing Your Future through Affiliation

Affiliation has become an indispensable tool for nonprofit senior living organizations facing complex challenges. This session will include case studies where organizations enhanced operational efficiency, stabilized finances, improved care quality, and strengthened recruitment and staff development after affiliating with a network of charitable, nonprofit senior care organizations. Presenters will provide practical strategies for examining various collaborative models. You’ll take home a framework for evaluating when affiliation might be beneficial, criteria for identifying and selecting suitable partners, and tips for ensuring that an affiliation aligns with your organization’s mission and goals. Don’t miss this opportunity to explore a strategy that could help secure your organization and its mission.

Wednesday, November 05, 2025, 11:30 a.m. – 12:30 p.m.

69-L. Are You Wasting Money on Marketing? Assessing Your Blind Spots

“Half my marketing budget is being wasted: But which half?” If you’ve ever asked yourself that question, this session is for you. Presenters will address the critical blind spots many organizations experience when evaluating their marketing budgets. They’ll provide tips to help you confidently assess and improve marketing performance at every level while unlocking growth opportunities, boosting sales, eliminating wasteful spending on underperforming tactics, and crafting marketing messages that resonate in competitive markets. You’ll learn how to align your marketing plan with your broader strategic goals and ensure accountability within your sales and marketing teams. Take home tools to achieve better returns on your marketing investment by amplifying what works well and adjusting what doesn’t.

Wednesday, November 05, 2025, 11:30 a.m. – 12:30 p.m.

87-L. How to Align Quality Improvement and Financial Success

A collaborative Quality Incentive Payment program implemented by an Ohio-based aging services provider resulted in a \$14 million increase in Medicaid reimbursements and a 70% improvement in quality measure points. Attend this session to learn how the organization achieved this remarkable feat. Presenters will discuss the critical need to align clinical and financial goals, especially now that federal and state programs increasingly tie funding to quality outcomes. They will provide an overview of federal and state quality-based payment programs and show you how improved quality outcomes can drive clinical excellence and financial sustainability. You’ll learn how to navigate quality-based payment programs, implement evidence-based performance improvements, and leverage facility-specific data to create positive changes.

Wednesday, November 05, 2025, 11:30 a.m. – 12:30 p.m.

104-L. We Partner with You: New Relationships in Senior Living

How would senior living communities be transformed if residents and team members genuinely felt they were working together as partners? This session will help you explore that question. Presenters will share how HumanGood transitioned from a traditional “we serve you” model to a progressive “we partner with you” approach that strengthened collaboration among everyone living and working in its life plan communities. You’ll learn how HumanGood’s resident committee structure and comprehensive listening strategy have reshaped the dynamics between residents and team members. Don’t miss this inspiring call to rethink traditional dynamics and embrace a culture where partnership, mutual respect, and shared goals promote a strong sense of belonging, engagement, and agency among residents and team members.

Wednesday, November 05, 2025, 11:30 a.m. – 12:30 p.m.

123-L. Seeking Tax Credit Funding? Study Your State’s Allocation Plan

The Low-Income Housing Tax Credit (LIHTC) program is the most significant federal source of financing for affordable housing. Join this interactive session led by the National Housing Trust and its partners to learn about the tax credit program and gain insights into how your state’s Qualified Allocation Plan (QAP) outlines the criteria and priorities used to guide the selection of affordable housing projects for LIHTC funding. Presenters will draw on the National Housing Trust’s forthcoming examination of 53 allocation plans to explore how states are adapting their QAPs to meet the need for affordable senior housing. You’ll learn to leverage your state’s QAP to build, preserve, and protect affordable, climate-ready senior housing.

Wednesday, November 05, 2025, 11:30 a.m. – 12:30 p.m.

138-L. International Perspectives: What Blue Zones Can Teach Us about Building Design

Residents of “Blue Zones” in Italy, Japan, Costa Rica, Greece, and California share common personal characteristics that contribute to their extraordinary health despite geographic and cultural differences. This session will explore the valuable lessons aged care providers can learn from Blue Zones. A Netherlands-based strategic consultant will describe two development projects that successfully translate Blue Zone principles into the built environment. You’ll take home the tools you need to create similar future-oriented environments that are functional and support health and community well-being. Learn the lessons that Blue Zones teach so you can help older adults live long and healthy lives.

Wednesday, November 05, 2025, 11:30 a.m. – 12:30 p.m.

153-L. Addressing Labor Shortages and Respite Demand in a Single Program

The aging services sector faces two significant challenges: a nationwide shortage of home health aides and a growing demand for culturally competent respite care for individuals with dementia and their caregivers. This session will explore how Hebrew SeniorLife addressed both challenges through one innovative program. Representatives from the Boston-based housing and service provider will explain how their in-home respite care program trains students and young professionals interested in clinical careers to provide cognitive support and culturally competent care to older adults. Don't miss this opportunity to learn about and replicate this workforce-building and caregiver-supporting model.
