



**Monday, April 7 2025, 11:00 a.m–12:15 p.m**

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### **1-A. The Role of Virtual Reality in Aging Services**

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

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### **2-A. Master Strategic Planning by Leveraging Diverse Perspectives**

Organizations must conduct strategic planning to secure their long-term sustainability. The typical planning process involves setting goals, identifying actions needed to achieve those goals, and mobilizing resources to implement those actions. In addition, achieving the best outcomes requires intentionality and innovation in aligning mission and values, broadening stakeholder engagement, using integrated dashboards to manage data, and addressing challenging market gaps without overlooking popular trends. This session will help you harness the power of diverse perspectives to craft creative, comprehensive strategies that align closely with evolving sector demands and market opportunities. Don't miss this opportunity to learn how other organizations and leaders approach strategy development and who they include in the strategic planning process.

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### **3-A. Transform Today's Board into Tomorrow's Board**

Nonprofit boards must stay abreast of evolving trends so they can effectively fulfill their missions in the future. However, it isn't always easy for board members to remain agile, effective, and connected in a rapidly changing operating environment. This session will explore a range of manageable actions that board members can implement at their own pace to prepare themselves for the future. Listen as a seasoned governance advisor shares practices that can help you maintain personal connections among board members despite the popularity of online meetings, encourage trustees to reassess their financial and logistical responsibilities in light of societal challenges like climate change and economic volatility, and ensure board members remain transparent, responsive, and open to stakeholder representation.

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### **4-A. New Research: Do Medicaid Payments Cover Care Costs?**

Medicaid is the primary payer for nursing home care, covering over 60% of all residents on a typical day. Setting nursing home reimbursement rates too high can lead to excess profits at taxpayers' expense. Yet, nursing homes need appropriate reimbursement to invest in nursing staff and other quality improvement initiatives. This session will provide new information on the relationship between Medicaid nursing home reimbursement rates and reported care costs. Presenters will share findings from their independent assessment of Medicaid reimbursement and the costs associated with Medicaid-reimbursed nursing home care. Their setting-by-setting analysis, funded by the U.S. Department of Health and Human Services, revealed that the average nursing home receives only 82 cents in reimbursement for each dollar it spends providing care to a Medicaid recipient.

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## **5-A. Lobby Day Bootcamp: Become an Advocacy Champion**

Lobby Day is a key component of LeadingAge's annual Leadership Summit. It offers LeadingAge members a unique opportunity to meet with congressional lawmakers and their policy staff, discuss critical issues affecting providers of aging services, and advocate for policy changes that better support older adults. This session will give you the tools you need for successful Lobby Day visits. Presenters will review LeadingAge's policy priorities, explain how to navigate Capitol Hill, and brief you on what to expect when you arrive in congressional offices. You'll also learn how to communicate policy messages effectively, build relationships with lawmakers, and follow up with them once you return home. Designed for beginners and seasoned advocates alike, this session will prepare you to be an advocacy champion during Lobby Day and throughout the year.

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## **6-B. Unlock the Power of Data Analytics**

Imagine using data analytics to anticipate your organization's staffing needs, deploy staff efficiently, or pinpoint burnout risks and solutions. Consider the advantages of employing predictive analytics to identify residents with health risks so you can use proactive interventions to improve outcomes and lower costs. Fortunately, these technological advances aren't a distant dream. This session will demonstrate that they are rapidly becoming a strategic necessity for providers facing mounting workforce and care-related challenges. Presenters will help you understand how your organization can harness its data to stay competitive and responsive to the needs of older adults. Join this session to discover how data analytics can help you tackle critical issues in care delivery, optimize resource allocation, and meet emerging operational demands.

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## **7-B. Expand Your Mission by Becoming an Affordable Housing Provider**

Can life plan community sponsors become affordable housing providers? This session will answer that question by exploring how the Low-Income Housing Tax Credit (LIHTC) program could help your organization broaden its mission, promote economic diversity and inclusion, and address a critical need. A panel of providers at various stages of LIHTC-funded projects will share their experiences with affordable housing, from initial planning to implementation. Presenters will offer their insights into the LIHTC process and help you assess how an affordable housing development project could align with your community's mission and strategic goals. Whether new to LIHTC or looking for inspiration, this session will leave you with a better understanding of the opportunities associated with affordable housing—and practical strategies to help you seize them.

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## **8-B. Best Practices and Pitfalls of CEO Transitions**

No matter how carefully an organization plans for a CEO transition, the process of changing leaders often brings with it an unsettling sense of urgency and uncertainty. During this session, an executive search consultant will help ensure your next CEO transition runs smoothly. Learn about recent trends in CEO continuity planning and effective onboarding strategies. Gain insights to help you address awkward situations that may arise during the CEO search, including when a valued internal candidate is not selected for the executive position or the board becomes overly involved in the management of the organization. Recently appointed CEOs and board members will be on hand to discuss best practices and pitfalls of CEO transitions.

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## **9-B. Retain Staff by Building a Culture of Engagement**

Ensuring that employees feel engaged and connected to their workplace's culture is critical to retaining team members for the long term. Yet, retention remains a significant challenge for many organizations in the aging services sector. This session will provide the guidance you need to create a workplace environment where staff are more likely to stay, contribute, and thrive because they feel valued, heard, and supported. Engage with leaders from LeadingAge member communities as they share proven strategies and best practices for improving workplace culture and fostering employee engagement. Take home actionable insights and ideas for cultivating a more supportive work environment and engaging your staff more effectively.

## **10-B. Policy Update: Medicare Home Health and Hospice**

2024 was a big year for the home health and hospice sectors as LeadingAge and policymakers from both parties began serious discussions about the value of reforming Medicare's hospice benefit and elevating the value of home health. Staff members from Capitol Hill offices and the Centers for Medicare & Medicaid Services will use this session to discuss what's next for hospice and home health. Discover how benefits for both programs might evolve and how current legislation could affect providers of aging services. Explore the growth of palliative care, the likelihood of a Medicare Advantage hospice "carve-in," home health payment reform, and initiatives designed to improve program integrity. Presenters will share information about advocacy and engagement opportunities designed to help you participate in hospice and home health conversations.

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## **11-B. Policy Update: Shaping the Future of Nursing Homes**

Nursing homes must continuously adapt to an ever-changing landscape as they work to enhance person-centered care, improve workforce recruitment and retention, ensure financial sustainability, and tackle regulatory and operational challenges. This session will help you manage these diverse responsibilities. Representatives from the Division of Nursing Homes at the Centers for Medicare & Medicaid Services will share their insights on current regulations and guidance, workforce initiatives, technology integration, funding and reimbursement, and the survey and certification process. They'll also assess how nursing homes meet residents' needs and identify areas for improvement. Congressional staff have been invited to discuss legislative activity related to quality, access, and workforce recruitment. Join us to discover how you can help shape the future of nursing homes.

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## **12-C. How is AI Transforming Aging Services?**

Artificial Intelligence (AI) is poised to transform the aging services sector, leading to significant advancements in care delivery, operations, and resident engagement. This session will explore AI tools and systems that use advanced algorithms to analyze data, identify patterns, and provide actionable insights. Presenters will explain predictive analytics, which can anticipate resident health needs and enable proactive measures; automated task management, which can streamline workflows; and conversational AI, which can reduce loneliness among residents and improve their quality of life. You'll also get a peek at future trends, including advanced safety monitoring technologies and systems that respond dynamically to changes as they happen. Don't miss this opportunity to discover how strategic AI implementation can empower your organization to address emerging challenges and elevate the standard of care.

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## **13-C. Turning Skilled Nursing Skeptics into Believers**

Are your leadership team, board, and key stakeholders skeptical about the skilled nursing model? This session might change their minds. A panel of mission-driven LeadingAge member providers will explain why they are investing in, reinventing, or transforming the skilled nursing model into a high-quality, valuable service line that meets organizational needs while addressing critical service gaps. Learn how the panelists have navigated key skilled nursing challenges—including consumer preferences, reimbursement pressures, workforce issues, and rising costs—and how these challenges have shaped organizational decision-making. Discover strategies to help your organization's leaders and board members adopt a shared vision for the future of skilled nursing. You'll take home innovative approaches to reinventing and strengthening the skilled nursing model.

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## **14-C. Welcoming Residents to Your Board: What You Should Know**

As consumer expectations evolve, many senior living residents want to play meaningful roles in governing their organizations. Residents can contribute valuable skills and perspectives to an organization's board of directors, but their board membership raises serious questions about conflicts of interest, representation, and governance dynamics. How can boards effectively include residents while safeguarding the organization's long-term health? This session will explore the complexities of resident participation on governing boards. Presenters will discuss how to vet and nominate residents for board positions. They will also answer questions about whether resident board members should serve as officers or recuse themselves from decisions about budgets or rent increases. Join this session to gain thoughtful insights and strategies to help your board navigate these nuanced considerations.

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## **15-C. Legal and Regulatory Issues to Monitor in 2025 and Beyond**

Providers of housing, care, and services for older adults face a variety of legal and regulatory risks and challenges. This session will highlight key issues and trends to monitor in 2025 and beyond. Presenters will cite examples from recent legal cases and explore evolving regulatory requirements designed to govern the security of electronic health information, discrimination based on disability, and other issues. They will also provide data on adverse events, such as falls, that can lead to increased risk. You'll take home recommended strategies and practices to support compliance, risk management, and the well-being of residents and clients.

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## **16-C. Federal Rulemaking: Who Holds the Power?**

Congress, the president, and executive branch agencies share power over federal rulemaking. But you might need a scorecard to determine what branch of government exercises which powers and when. Would it surprise you, for example, to learn that certain types of agency guidance require White House clearance while others do not? Have you heard that federal agencies participate in some rulemaking stages but not others? Do you know that the executive branch can initiate and impose policies affecting aging services without congressional input? This session will help you understand the power of executive orders and how agencies develop final rules and sub-regulatory guidance. Investigate the shared powers of the federal bureaucracy and learn how to engage in the regulatory process.

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## **17-D. Strategic Pathways: The Evolution of the LPC Model**

The life plan community model has been undergoing significant transitions as providers pursue a variety of strategies to ensure vibrant futures for their organizations and the individuals they serve. Some providers are rebalancing service lines or adjusting the size of communities. Others are working to align consumer preferences with their organization's mission, history, market dynamics, reimbursement rates, and projected utilization trends. This session will feature an in-depth and informed discussion with a diverse panel of providers who have chosen various paths to success. Panelists will help you understand the internal and external dynamics affecting your organization's journey and provide a clear vision of the options that could help secure its future.

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## **18-D. Break Free from Super-Doing and Empower Your Team**

Are you a recovering super-doer? Even at the highest levels of leadership, the urge to jump in and "do the work" can be hard to resist—but it won't help you increase your organization's capacity to serve. This session will enhance your leadership impact by showing you how to shift from "doing" to developing your team. A panel of seasoned and emerging CEOs will share practical strategies to help you cultivate growth in your fellow team members and foster habits that enable you and your team to operate at full potential. Through guided exercises, peer discussions, and real-world examples, you will gain actionable insights that will help elevate your leadership impact while empowering your team to do the same.

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## **19-D. How Mentorship Supports Professional Growth and Development**

Mentorship plays a critical role in fostering professional growth and advancing careers. During this session, Nzinga Shaw, a seasoned C-suite executive with extensive mentoring expertise, will share her insights about the value of mentorship, the roles and responsibilities of mentors and mentees, and the most effective techniques for establishing meaningful and effective mentor-mentee relationships. Attendees will also learn about a mentorship workshop series that offers resources, education, and tools to help mentors and mentees develop successful relationships. Participants in the workshop series will be on hand to share their experiences and describe how the mentorship series impacted their professional development.

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## **20-D. Medicare Advantage: New Year ... New Direction?**

Last year brought significant changes to Medicare Advantage, which became the primary coverage choice for nearly 34 million Medicare beneficiaries. In response to this growth, the Centers for Medicare & Medicaid Services (CMS) initiated reform efforts that greatly affected beneficiaries' access to services, provider payments, and healthcare delivery patterns. More changes are anticipated for the coming year. A new Congress and CMS administrator will likely introduce a new vision for Medicare and Medicare Advantage that will impact beneficiaries living with chronic illnesses, those using hospice services, and individuals who are dually eligible for Medicare and Medicaid. Join this session to hear from policymakers and pundits about anticipated changes for 2025 and whether those changes will align with LeadingAge's advocacy agenda.

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## **21-D. Double Duty: Advancing Policy Goals through Media Engagement**

The media can be a powerful force in shaping the opinions of the various audiences that providers of aging services seek to influence. Most providers focus their media-relations efforts on reaching consumers and potential employees. Yet, successful outreach to a third audience—elected officials—can yield numerous benefits for providers and the individuals they serve. This session will help you leverage public relations tactics to garner press coverage of policy issues, promote potential solutions, and attract the attention of policymakers who can implement those solutions. This type of media outreach requires a special touch, so you'll want to take notes as session presenters reveal their strategies for making media activities serve "double duty" by elevating your brand while advancing your policy goals.

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## **22-E. Unlocking Doors to Become a Dementia-Inclusive Community**

Sherbrooke Community Centre in Saskatchewan, Canada, is committed to fostering a residential environment that enables each resident to live a full and abundant life. Ten years ago, the organization's commitment to culture change prompted Sherbrooke's leaders to question its practice of segregating people living with dementia in locked memory care neighborhoods and houses. It then began unlocking several memory care areas and integrating their residents into the community's life. Join Sherbrooke CEO Kim Schmidt as she discusses the leadership decisions that led Sherbrooke to transform its approach to supporting people living with dementia and the progress it is making. Schmidt will explore the philosophical underpinnings, practical steps, and challenges involved in creating environments where individuals of diverse cognitive abilities live together.

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## **23-E. Leading with a Growth Mindset**

As an aging services executive or board member, you've likely faced significant obstacles, failures, and challenges throughout your leadership journey. Reflecting on those difficult times can help you recognize the leadership growth and wisdom that emerge from significant setbacks. More importantly, you'll understand how these situations can prepare you to tackle future challenges. This session will examine how to leverage the lessons we learn during our "crucible moments" and, equally important, how to cultivate a personal mindset and organizational culture that embraces challenges, risks, and uncertainty as opportunities for growth.

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## **24-E. Can Registered Apprenticeships Bolster the CNA Workforce?**

Registered apprenticeship programs can now access federal or state funding and resources to help healthcare providers recruit and retain a qualified workforce. Yet, nursing homes and other aging services organizations have struggled to get in on the action. This could change, thanks to the federally funded Geriatrics Workforce Enhancement Program (GWEP), which is helping providers establish new registered apprenticeships for direct care professionals nationwide. This session will describe how registered apprenticeships work and the national standards and best practices that could help them grow. A GWEP participant will discuss their organization's plans to develop a registered apprenticeship for certified nursing assistants (CNA). Explore how registered apprenticeships have become a national model, their track record in nursing homes, and the challenges and opportunities they pose to providers of aging services.

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## **25-E. Life Plan Communities: How State Laws Impact Financial Solvency**

Existing state statutes and legislative challenges can threaten the financial management and strategic direction of life plan communities. This session will draw on research by LeadingAge, which examined how state laws affect the financial solvency of communities nationwide. An expert panel of LeadingAge state partners, business partners, and members will discuss the economic implications of proposed state legislation and review how advocacy by LeadingAge state partners has effectively curtailed harmful initiatives. They will also provide guidance to help you mobilize your organization, board, and residents to urge state policymakers to protect the financial autonomy of life plan communities and respect the ability of these communities to safeguard their economic viability.

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## **26-E. Congress for Beginners: The Secret Codes of Capitol Hill**

Do you know that House and Senate committees have their own staff, which operate independently of legislators' personal office staff? Have you heard that advocates like LeadingAge can ask Hill staffers to pose specific questions during congressional hearings to shed light on an issue? During this session, Capitol Hill experts will pull back the curtain to reveal little-discussed but essential facts about how Congress really works. Understanding these secret codes and truths will help you become a more effective advocate and engage with federal officials in Washington, DC, and when they return to their state and local offices. Join us to learn everything you always wanted to know about Congress, its committees, and procedures.

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## **27-F. Make Sure Your Next Project Resonates with Consumers**

Nonprofit providers often face criticism for lagging behind their for-profit counterparts in developing new residential offerings. Fortunately, there is much to celebrate in our sector, considering recent and notable market-rate communities that nonprofit providers have brought to the market. These communities have resonated with consumers and achieved impressive occupancy rates. This session will showcase a diverse group of providers whose new offerings have captivated older consumers in their respective markets. Discover the unique programs and features of these campuses and the common elements they share. You'll return home more confident about advancing projects under development or in your pipeline, whether designed to introduce new, repositioned, or expanded campuses to your market.

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## **28-F. Plan for the Future by Tapping the Wisdom of Retired CEOs**

The wisdom of retired leaders in aging services is an untapped resource that could help us ponder current opportunities and challenges and plan for a vibrant future. During this session, a panel of retired CEOs will reflect on a variety of topics, including what kept them up at night while leading an aging services organization, their current concerns about our sector, what issues they understand more clearly now that they are retired, what they would have done differently, and what they believe today's aging services CEOs can do now to ensure a vibrant future for older adults and the organizations that support them. Don't miss this opportunity to hear the reflections, insights, concerns, and hopes of our field's retired leaders.

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## **29-F. Policy Update: Will Congress Tackle Workforce Issues in 2025?**

Providers of aging services face mounting challenges as they strive to recruit and retain the workforce necessary to deliver high-quality care and ensure access to services among older adults. During this session, leading experts and policymakers will examine critical challenges and opportunities involved in shaping the future of the aging services workforce during the 119th Congress and beyond. Presenters will provide updates on the latest legislative and regulatory workforce initiatives and offer a thorough analysis of immigration reform, education, and healthcare policies currently under consideration on Capitol Hill. This update will give you the tools you need to engage with policymakers, advocate for meaningful workforce solutions, and position your organization to thrive amid shifting demands and priorities.

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### **30-F. Medicaid in 2025: Anticipating the Program's Restructuring**

Medicaid will be in the limelight this year if the Trump Administration and the Republican-controlled Congress follow through on their stated intention to overhaul the program's financing. If implemented, these changes could significantly impact nursing homes, assisted living communities, and home and community-based service providers. Capitol Hill staff, administration representatives, and other policy experts will use this session to explore potential changes to the Medicaid program and describe how these changes could affect how states finance Medicaid, the services or populations Medicaid programs cover, and how some aging services staff access health care coverage. You'll leave this session with a better understanding of what could be in store and how to make your voice heard during conversations about Medicaid's restructuring.

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### **31-F. Policy Update: Achieving Affordable Housing Goals**

LeadingAge works diligently with Congress and federal housing agencies to achieve our bold policy goals to preserve, expand, and enhance affordable housing for older adults. This session will offer an overview of that work. Staff from congressional offices and the U.S. Department of Housing and Urban Development (HUD) will be on hand to discuss their goals regarding housing for older adults. In addition, LeadingAge's Advocacy Team will help you prepare for Lobby Day by exploring how congressional and HUD goals align with LeadingAge's goals and the areas where they diverge. Join us as we review funding, policy, and operational issues affecting affordable housing, including the Low-Income Housing Tax Credit program, housing plus services and service coordination initiatives, asset limits, insurance, and inspections.

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