



Monday, April 20, 2026 | 11:00 a.m-12:15 p.m

1-A. Technology Adoption: Cultivating a Culture of Curiosity

Purchasing the right technology for your senior living organization is far more complex than simply ordering the right tool and plugging it in. This session will offer proven strategies to help your organization cultivate a culture of curiosity, collaboration, and continuous learning, so team members confidently adopt technology rather than quietly resist it. Presenters will teach you how to ensure that new technology aligns with your organization's mission, resident experience, workforce challenges, and strategy. You'll also learn how to engage frontline staff, managers, and cross-functional teams in selecting, testing, and refining technology solutions. Don't miss this opportunity to ensure that technology adoption becomes part of how your organization learns and evolves, rather than a one-off initiative that struggles to gain traction.

2-A. Elevating the Nonprofit Narrative in Communications and PR

As nonprofit organizations face growing scrutiny from federal policymakers and influential stakeholders, it's more important than ever for LeadingAge's nonprofit and mission-driven members to promote the value of the services and benefits they deliver to communities nationwide. This session can help. Through discussion of a messaging framework from the National Council of Nonprofits and by sharing examples of their own messaging and strategic communications that elevate the nonprofit difference, attendees will learn to effectively reach key audiences, including reporters, policymakers, and prospective residents. They'll share strategic communications plans, talking points, interviewing techniques, and story development tips to help you illustrate how your nonprofit organization delivers critical services, drives economic growth, and strengthens communities. Learn how to cut through a noisy media landscape to ensure key points and compelling stories about your organization and the people you serve are heard.

3-A. Honoring the Care Preferences of Older Adults

When healthcare practitioners overlook the care preferences of older adults, those patients are more likely to experience stressful hospital visits, higher medical costs, and a loss of trust in the healthcare system. Conversely, listening to and honoring patient preferences improves health and quality of life, reduces avoidable costs, and helps reduce health disparities. This session will provide an overview of research from the LeadingAge LTSS Center @UMass Boston—including focus groups with physicians, nurse practitioners, and physician assistants—that illustrates how healthcare professionals are engaging in shared decision-making, navigating barriers to honor patient preferences, and adapting these strategies across diverse populations. Join us to learn how health outcomes can be optimized by ensuring patients feel heard and that their care preferences and needs are considered.

4-A. Medicare Home Health and Hospice: Where Do We Go from Here?

In 2025, the federal government made deep, destabilizing cuts to home health payments and implemented a new hospice assessment tool that could affect future payments. Where do we go from here? This session will address that question. Staff from Capitol Hill offices, the Centers for Medicare & Medicaid Services, and the LeadingAge Policy Team will discuss the future direction of Medicare benefits for home health and hospice. They will also examine legislation affecting home health and hospice providers, palliative care, home health payment reform, and program integrity efforts. Discover how you can advocate to preserve these essential services so Americans can age in place if they choose.

5-A. Shaping the Future of Affordable Senior Housing

LeadingAge is working diligently to advance bold policy goals to preserve, expand, and enhance affordable housing for older adults. During this session, staff from congressional offices and the U.S. Department of Housing and Urban Development will discuss their goals for affordable senior housing. In addition, LeadingAge's Policy Team will explore how those goals align with and diverge from LeadingAge's platform to preserve, expand, and enhance service-enriched affordable housing for older adults. Don't miss this opportunity to review funding, policy, and operational issues affecting affordable housing, including federal rental assistance programs, service coordination, and the Low-Income Housing Tax Credit. You'll also gain tips for participating in advocacy that helps shape the future of affordable senior housing.

6-B. The Next Horizon for Emerging Technologies

Many emerging technologies have the potential to reshape how aging services organizations deliver care, engage residents, and manage their business operations. This session will preview these promising tools. Presenters will introduce you to sensor-based environments designed to enhance safety, independence, and proactive care; artificial intelligence-powered tools that can help you make better, faster decisions; engagement platforms that could reduce loneliness and support residents' daily routines; and emerging health and wellness technologies that have the potential to enhance mental health, mobility, and well-being. Explore how these solutions are evolving, what needs they address, and how to evaluate them before adoption.

7-B. How Providers Are Supporting One Another Through Turbulent Times

During these turbulent economic times, some aging services organizations are facing financial strain, declining census, or other pressures that could threaten their sustainability. Fortunately, organizations don't have to face these challenges alone—their colleagues across the country have their backs. This session will feature a group of senior living leaders who are providing a range of assistance—including strategic advice, financial guidance, and operational support—to help fellow providers navigate challenging circumstances and move their organizations toward long-term health. Don't miss this opportunity to hear inspiring stories from leaders who are extending a hand to help other organizations preserve their nonprofit missions. You'll learn how these leaders determine when and how to intervene, how they've helped, and what they've learned.

8-B. Reducing Social Isolation through Creative Aging Initiatives

Music, movement, and the visual arts can be powerful catalysts for resident connection, engagement, and well-being across senior living and community-based settings. This session will introduce you to arts-based programs that have been shown to reduce social isolation and loneliness among participants and to improve mood and quality of life. You'll meet the leader of Goddard House, a Boston-based assisted living and memory support community that intentionally integrates the arts and music into residents' daily lives and sponsors programs that offer similar opportunities in local senior housing communities. Researchers on the panel will review current studies that illustrate the scope, impact, and effectiveness of these and other arts-based interventions. You'll gain valuable strategies to help you enhance the resident experience in your senior living community.

9-B. HCBS in Flux: Threats and Opportunities

Home and community-based services (HCBS) play a significant role in meeting the expectations of the large number of older consumers who want to remain in their homes and communities as they age. Medicaid support is essential to making HCBS services accessible to those who need them. However, the reworking of state Medicaid programs following the 2025 passage of H.R. 1 will reshape HCBS for LeadingAge members and their local communities. This session will take a closer look at the evolving HCBS landscape, including state-level HCBS policy innovation. Policymakers and HCBS experts will also discuss trends in service availability and payers for home care, adult day, the Program of All-Inclusive Care for the Elderly, and personal care.

10-B. The Future of Medicare Advantage: New Year, New Direction?

2025 brought dramatic changes to Medicare Advantage. Medicare Advantage plans became the primary choice for nearly 34 million Medicare beneficiaries, profoundly affecting provider payments, health care delivery patterns, and beneficiary access to services. The Centers for Medicare and Medicaid Services (CMS) began efforts to reform and clarify long-standing Medicare Advantage rules, including prior authorization and the use of artificial intelligence. A new CMS administrator and Congress introduced a new vision for Medicare Advantage that continues to affect beneficiaries and providers. Are you confused by all the changes and uncertain about what lies ahead? Attend this session to gain clarity as policymakers and pundits explain the new Medicare Advantage goals and how they align with LeadingAge's advocacy agenda.

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11-C. Generative AI: Change Agent in Aging Services

The adoption of Artificial Intelligence (AI) is accelerating across the aging services sector, often in unplanned ways through tools like ChatGPT and Microsoft Copilot. To make the most of this innovation, organizational leaders must be intentional about how they introduce AI in their workplaces and care settings. This session will explore the benefits of AI, including its ability to reduce administrative burden and mental load, support scheduling and staffing analysis, test ideas, rethink workflows, and facilitate personalized care. Equally important, presenters will share essential strategies to help you mitigate risks related to AI-related privacy, data use, bias, and human oversight. Join us to learn how AI can help your organization build capacity, resilience, and sustainable progress—and how you can intentionally guide its adoption.

12-C. The Transformative Power of Repositioning

Providers of aging services face a range of challenges as they seek to deliver high-quality services and supports to more older adults. Securing capital for new construction projects and land purchases is becoming increasingly expensive. Suitable land bordering or near existing campuses is increasingly scarce. As a result, most providers invest in repositioning and expanding capacity at existing campuses rather than building new ones. LeadingAge providers and their architects will offer insights to help you update your organization's aging assets to meet the needs and preferences of new cohorts of older adults. Don't miss this opportunity to learn about transformational repositioning projects, reflect on their successes, and apply the lessons providers have learned along the way.

13-C. Micro-Credentialing: An Emerging Workforce Development Model

The aging services sector continually strives to deliver high-quality care despite acute shortages of certified nursing assistants (CNA) and other frontline caregivers. "Micro-credentialing" could help address that challenge. This emerging workforce development model enables direct care professionals to participate in short-term learning experiences, have their knowledge assessed by a trusted third party, and earn micro-credentials in various aspects of geriatrics-informed care. During this session, representatives from a university and a retirement community in Maine will describe their efforts to use micro-credentialing to help CNAs build knowledge and skills, gain recognition, advance in their careers, and potentially increase their wages. They'll also explain how micro-credentialing can help provider organizations reduce turnover, improve quality metrics, and enhance residents' quality of care and quality of life.

14-C. The Landscape of Emerging Risks in Aging Services

Providers of aging services operate in an increasingly complex legal and regulatory environment, and 2026 is likely to bring a range of challenges that warrant close attention. This session will outline emerging legal risks across the continuum of care, including litigation trends, evolving standards of care, contract and disclosure liabilities, survey and enforcement patterns, workforce and employment exposure, technology and data-related concerns, and potential scrutiny of nonprofit tax status and community benefit. Presenters will also examine how policy developments at the Internal Revenue Service, the Centers for Medicare & Medicaid Services, the Department of Justice, and the Federal Trade Commission could influence provider operations and accountability. Don't miss this forward-looking assessment, which will help your organization's leadership assess risk, align strategy, and prepare for what may lie ahead.

15-C. Federal Advocacy: Who Holds the Power?

Congress and executive-branch agencies share authority over federal policies affecting aging services. But you might need a scorecard to determine which branch of government exercises which powers and how aging services stakeholders can best engage in federal advocacy. This session will help you better understand the two houses of Congress, the difference between congressional offices and committees, and how federal agencies develop rules and requirements that affect a range of aging services settings, from nursing homes and affordable senior housing to home and community-based services. Join us to review the shared powers of Congress, the White House, and federal agencies. Learn strategies to help you advocate for aging services when you visit Capitol Hill on Lobby Day.

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16-D. Let's Get Bullish on HCBS!

Some LeadingAge members have long been bullish on home and community-based services (HCBS). Others are now beginning to view HCBS as a way to expand their reach, meet consumer preferences, and reduce capital outlays for brick-and-mortar care settings. During this session, a panel of HCBS leaders from both groups will discuss how they are striving to meet the needs and preferences of older consumers seeking home-based services. You'll hear from leaders whose organizations offer a range of HCBS options, including Continuing Care at Home, Programs of All-Inclusive Care for the Elderly, Medicare-reimbursed home health and hospice, and private-pay home care and care coordination. They'll explain how HCBS fits into their missions and histories—and how this service line might fit your growth strategy.

17-D. Redefining Wellness as Longevity for All

A growing number of longevity experts view wellness not as a program but as a lifestyle focused on extending the healthspan—the number of years individuals can live with physical, cognitive, and emotional well-being. This is a welcome shift. However, providers of aging services must be careful to embrace the value of a long healthspan without reinforcing ageism or ableism. This session will explore how your organization can prioritize purpose, engagement, and belonging for all ages and abilities. You'll learn to integrate wellness and longevity into organization-wide planning, respond to evolving wellness trends, and work with residents to co-create communities that help people thrive, not just age. Join thought leaders and innovators as they reimagine a future where every individual is represented and valued along the path to wellness.

18-D. Strategic Foresight: Tools for Seeking Clarity Amidst Chaos

Today's operating landscape is fundamentally different from what senior living providers have experienced in the past. Disruptions are hitting harder and more unpredictably. Old rules no longer apply, and new ones are still being written. Organizational leaders can no longer rely on traditional strategic planning approaches to deliver expected results. So, what's a leader to do? This session will introduce you to strategic foresight, a forward-looking approach that helps leaders identify emerging issues that could affect or disrupt our field. You'll receive the tools you need to help your management team and board of directors view emerging issues through a strategic lens and take action to prepare your organization for and influence what's ahead.

19-D. How Federal Policy is Shaping National Workforce Priorities

Federal workforce policy has significant implications for aging services and the broader care continuum. This session will examine key legislative and regulatory developments shaping national workforce priorities. Presenters will help you better understand current and pending policy proposals on direct care staffing shortages, visa programs for health professionals, and workforce development. They will also facilitate an informative discussion on federal policy decisions, including those affecting immigration, that are shaping the current and future aging services workforce. Don't miss this opportunity to obtain the tools you need to engage with policymakers, advocate for meaningful workforce solutions, and position your organization to thrive amid shifting demands and priorities.

20-D. Operationalize Now and Win the Managed Care Game

With the CFAD implementation in 2015, and with the consistent percentage growth of Medicare-eligible Americans choosing Medicare Advantage health plans, most Medicare-eligible Americans' lives are now covered by managed care organizations. Each of us has known this, all of us have felt the impact, but many of us have yet to adapt our businesses to financially prosper in this new era. In this session, Susie Mix, a nursing home administrator and business owner will review how we arrived at this inflection point and how aging services providers can adapt to consistently succeed with managed care payers. The demographic shift and its opportunities are happening now; win the managed care game to turn opportunity into sustainable growth.

21-E. Rebuilding Your Marketing Engine with a Modern Mindset

Most nonprofit senior living leaders are falling short on innovation—but not because they lack vision. Instead, they are being held back by a decades-old marketing approach rooted in operations and census and built on the flawed assumption that adults 60+ are a homogenous audience. This candid session will help you rethink that approach. Two advertising agency leaders, a national marketer with roots at T-Mobile USA and Starbucks, and a senior living marketing strategist will reveal why the senior living sector is getting the basics wrong—and how a new approach could create the conditions for genuine innovation. You'll leave with a modern playbook for restructuring your marketing function, building products for the people you want to attract, and creating brand and experience platforms that unlock growth, spark demand, and enable your organization to innovate with confidence.

22-E. The Value of Home-Based Caregivers: Using Evidence to Drive Policy Change

Home-based care is integral to the aging services sector. Yet professional caregivers who work in clients' homes often feel undervalued by the public, providers, policymakers, and consumers. This session will explore how results from a randomized controlled trial of aides caring for community-dwelling older adults with heart failure could shift those perceptions. Researchers found that an education and communication intervention improved aides' self-efficacy and knowledge, resulting in fewer self-reported, preventable 911 calls and potentially saving health care dollars. Presenters will discuss how these positive findings demonstrate the value of home-based caregivers and could inform federal and state policy recommendations for home care, home health, and the direct care workforce.

23-E. Peer Coaching in Action

By pairing individuals with similar roles or professional backgrounds, peer coaching programs foster trust, empathy, and shared understanding—creating stronger connections and more meaningful support. This collaborative approach not only supports skill development, but can also improve job satisfaction, strengthen retention, and reduce turnover. During this session, two aging services providers will discuss both the benefits and the realities of launching and sustaining these programs, including addressing financial constraints and securing leadership buy-in. They will also share how these programs have helped team members build stronger relationships, enhance their professional skills, and bring invaluable benefits to the communities they serve. You'll take away insights and best practices for designing and implementing a peer coaching program in your organization.

24-E. The CEO-Board Partnership: Achieving Collective Capacity

The partnership between the CEO and the board is one of the most critical relationships in an aging services organization. This session will help you understand how a CEO and board can cultivate an effective partnership that makes the highest and best use of their collective capacity and supports the organization through oversight and change. Governance expert Ann Cohen will lead a discussion on how CEOs and boards can work together to advance trust, candor, and respect. Bring your most challenging questions and concerns. We'll discuss board dynamics, the difference between oversight and management, generative and strategic thinking, and much more.

25-E. Nursing Home Policy Update

The first year of the new federal administration brought significant changes that have reshaped the nursing home landscape. As a result, realignment of federal agencies and shifting policy priorities will affect day-to-day operations and the ability of nursing homes to enhance person-centered care, improve workforce recruitment and retention, ensure financial sustainability, and address regulatory challenges. This session will examine the events of the past year, focus on what lies ahead, assess federal priorities, and explore advocacy opportunities that can help shape the future of nursing homes.

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26-F. What's Next for Skilled Nursing?

Skilled nursing providers operate in an environment marked by constant change and undeniable pressures. Evolving reimbursement models, intensifying regulatory demands, workforce shortages, new care delivery models, and shifting consumer expectations make it immensely challenging to plan for the future while addressing current challenges. This session will feature a panel of LeadingAge members who are working to secure the future of their skilled nursing operations by leveraging strategic opportunities in the sector. They'll show you how they responded to market pressures by shifting their priorities and making forward-looking decisions to ensure their skilled nursing operations remain viable, responsive, and positioned for the future.

27-F. The CEO as Culture Champion: A Leadership Imperative

A strong organizational culture is never accidental. It is shaped, modeled, and reinforced by an organization's leaders. That culture fuels an organization's quality and accountability because it is grounded in deeply held values such as empathy, belonging, trust, and empowerment. This session will feature a panel of aging services leaders who have embraced their role as "culture champions." These leaders will explain how they intentionally nurture their organizations' culture by strengthening relationships among team members, elevating their organization's brand, and aligning all stakeholders around a shared mission. An organizational health expert will be on hand to unpack the unique dynamics of culture in nonprofit aging services organizations and share lessons from other sectors that have elevated culture as a strategic priority.

28-F. Governance Strategies for a Short-Term World

The boards of senior living organizations operate in a landscape of rapid change that can often feel overwhelming. Gone are the days when boards of directors could develop strategic plans spanning 10 or more years, conduct protracted discussions before making decisions, or rely on “what we have always done.” During this session several consultants who work across multiple settings will share their observations on how today’s boards can best navigate an operating climate in which regulations are proliferating, consumer expectations are rising, and the economic environment is in constant flux. You’ll return home with suggestions of effective governance practices to help your board govern effectively in turbulent times while maintaining its focus amid an ever-expanding scope of work.

29-F. How is Your State Protecting Life Plan Community Consumers?

Curious which states have “on-the-books” protections for current and prospective residents of life plan communities? This session will offer a guided tour of how state statutes codify these protections. Presenters will examine statutory language across various areas, including residents’ rights related to annual fee increases, the right to organize and relocate, marketing materials and communication requirements, resident representation on boards of directors, grievances and arbitration, and ownership transitions. You’ll gain insight into unusual or notable statutory language that makes certain states examples to emulate—or to avoid. An expert panel will also discuss how current law and advocacy shape interactions between life plan communities and consumers, and the implications of this advocacy for life plan community leaders.

30-F. How Will Medicaid Changes Affect Your Organization?

The steep cuts in federal Medicaid funding authorized in 2025 under H.R. 1 will have significant implications for states, aging services providers, and consumers alike. Few states will be able to offset reductions in federal support for their Medicaid programs, and as a result, fewer people are likely to be eligible for Medicaid benefits. These expectations are already prompting state policymakers to make difficult decisions about healthcare services and payments. How will these pressures affect your organization? This session will help answer that question. Join other aging services leaders to explore the potential impact of H.R. 1 on employee health coverage, uncompensated care, and patient acuity. Find out how care and service providers are responding to these devastating changes.
