

2025 Annual Conference
& EXPO **JUNE 23-25**

Registration & Program

ripples of
IMPACT

LeadingAge[®]
Washington

LETTER FROM THE PRESIDENT



"The idea that everything is purposeful really changes the way you live. To think that everything that you do has a ripple effect, that every word that you speak, every action that you make affects other people." *(Victoria Moran)*

74 years ago, a handful of long-term care professionals in our state sent out a call to all the known "Homes for the Aged" in this area to send representatives to a meeting. Fourteen organizations responded and attended that meeting on July 9, 1951 – and thus was born the association that we now know as LeadingAge Washington. That initial invitation was a small act that has had huge, positive consequences. It's a great example of this year's conference theme, "Ripples of Impact"!

Pause for a moment and consider your own career trajectory. Think about the people and experiences that have played a role in determining where you are and even who you are. We are each the product of countless impacts whose ripples have steered our course and shaped our character. And each of us, whether we intend to or not, creates ripples of impact in our families, our communities, our workplaces, and our field.

Our 2025 conference is a celebration of the positive potential of ripples of impact. We've worked hard to build a program that will have a positive impact on each attendee, and that will equip and inspire you to spread those ripples of impact in the weeks, months, and years ahead. The sessions and topics are timely, often challenging, sometimes exhilarating – and they will be presented by outstanding leaders who have proven their ability to change the world in their own unique way.

Please note that we've moved our **annual business meeting** to an online format the week prior to the conference. Holding this online on **June 18 at 9 am** allows broader member engagement at the business meeting, and it also lets us make the most of our time together in-person at the conference. I'm eager to see how the ripples of impact from the 2025 LeadingAge Washington annual conference spread through our members to their communities and throughout the industry. I hope to see you in Vancouver!

A handwritten signature in black ink that reads "Glen Melin". The signature is fluid and cursive.

Glen Melin
President & CEO

TRANSFORMATIVE INSIGHTS AWAIT YOU

The 2025 LeadingAge Washington Annual Conference is the must-attend event for leaders who are shaping the future of aging services. This year's theme, "Ripples of Impact," reflects the profound influence each of us can have on our organizations, our communities, and the lives of older adults.

This conference delivers a front-row seat to the most pressing topics in aging services, including:

- **Innovative Workforce Solutions:** Tackle the labor crisis with cutting-edge strategies to attract, retain, and inspire your teams.
- **Tech-Driven Transformation:** Explore the latest advancements in AI and smart technologies revolutionizing care and service delivery.
- **Health Equity and Access:** Learn how to create inclusive services that meet the needs of diverse populations and close gaps in care.
- **Sustainable Leadership:** Develop resilient strategies to lead through disruption, adapt to industry shifts, and foster growth in uncertain times.

Attendees will gain actionable insights, hear from game-changing leaders and academic experts, and leave equipped to face the challenges of today while preparing for the opportunities of tomorrow.

Join us for this dynamic event, where every keynote, breakout session, and connection made has the power to spark transformative ripples of impact in your organization and beyond.

Monday through Wednesday, June 23 – 25, 2025

Hilton, Vancouver, Washington

[Register Today!](#)

LeadingAge
Washington

REGISTRATION NOW OPEN

DATES: Monday through Wednesday, June 23 – 25, 2025

ACCOMMODATIONS: Hilton, Vancouver, Washington



Pricing

Early Bird Pricing through May 15

Member

\$699

Non-Member

\$849

Standard Pricing May 16 – June 23

\$799

\$949

LeadingAge Member resident, provider board member,
Leader Emeritus, conference volunteer, student

\$499

n/a

Group Discount: Teams of three or more from the same facility are eligible for a 10% discount on registration fees. Must be a provider member in good standing and all team registrants should register as a group. Use PROMO CODE Conf25_Group at checkout or contact Cassi at cmeritt@leadingagewa.org for more information.

10% off

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CONNECT WITH OTHERS

Is this your first time at a LAWA Annual Conference?

Sign up for our new Buddy Program within your conference registration.



Unlock the full potential of your conference experience with our new Buddy Program! As a first-time attendee, navigating a bustling event can be overwhelming. That's where your personal Buddy comes in – a seasoned conference pro ready to take you under their wing. After Monday's Deep Dive sessions and before the evening festivities kick off, you'll connect with your Buddy to exchange contact info and tap into their wealth of knowledge. Your Buddy isn't just a friendly face; they're your personal guide to making the most of every moment. They can introduce you to key players, help you decode the schedule, and be your go-to resource for all things conference-related. With a Buddy as a resource, you'll breeze through the event like a seasoned veteran, forging valuable connections and maximizing your learning opportunities. Don't miss out on this game-changing program. **Sign up for the Buddy Program via your Conference Registration and you'll have an opportunity to meet your Buddy on Monday, June 23rd at 4:30 pm** near the Registration Table. Turn your conference experience from good to unforgettable!

Connect with your Peers

Discover your Professional Network during Tuesday's Breakfast, 8 – 9 am.



Break out of your bubble and expand your horizons at our Networking Breakfast! After picking up your breakfast from the buffet, you will be encouraged to step outside the circle of familiar friends to find a seat among individuals with similar job responsibilities. You'll learn about LeadingAge Washington's Professional Networks (see the end of this program brochure for a listing) and start building your squad of support, resources, and expertise. From HR to Sales & Marketing and Activities & Wellness, there's something for everyone. Don't miss this opportunity – your future self will thank you!

LeadingAge[®]
Washington

AT-A-GLANCE AGENDA

Monday, June 23

2:00p – 4:00p

Deep Dive 1

Deep Dive 2

Deep Dive 3

- Place, Space & Emotional Well-Being in Older Adults
- Senior Scams, Fraud & Financial Exploitation
- The Behavior Toolkit: Hacks, Fixes, and Game-Changers

5:00p – 7:00p

Welcome Party

Conference Kick-Off Event

Tuesday, June 24

8:00a – 9:00a

Breakfast

Discover Your Professional Network

9:00a – 10:30a

Keynote

Workplace Ethics in Long-Term Care

10:45a – 11:45a

Breakout A.1

Breakout A.2

Breakout A.3

Breakout A.4

- Professional Boundaries & Nursing Ethics
- Maximizing Natural Environments for Resident Satisfaction & Well-being
- Fueling Growth: Strategies & Funding Sources for Not-For-Profit Providers
- Turning Point: Pivoting Josephine Caring Community to the Future

11:45a – 12:45p

Lunch

12:45p – 1:45p

Breakout B.1

Breakout B.2

Breakout B.3

Breakout B.4

- Hot Legal Topics
- Building a High-Caliber Hospice Program within Skilled Nursing & Assisted Living
- Ethics of AI in Aging Services
- Careforce Report: Should I Stay, or Should I Go?

2:00p – 4:00p

EXPO

4:00p – 5:00p

Breakout C.1

Breakout C.2

Breakout C.3

Breakout C.4

- Creating Belonging
- Innovative Approach to Remodeling Occupied Buildings
- Innovative Strategies to Attract the Next Generation of Nurses to Long-Term Care
- Navigating the Future of SNF Rates

5:00p – 6:30p

**Grad
Celebration**

All are welcome for drinks & appetizers to celebrate the Leadership Institute grads!

AT-A-GLANCE AGENDA

Wednesday, June 25

| | | |
|-----------------|------------------------|--|
| 8:00a – 9:00a | Breakfast | |
| 9:00a – 10:30a | General Session | It's Not About Birth Year: The Evolution of Employees from A to GenZ |
| 10:45a – 11:45a | Breakout D.1 | • WA State Policy & Advocacy Update |
| | Breakout D.2 | • The Future of Healthcare Cybersecurity: Threats & Solutions |
| | Breakout D.3 | • The Ripple Effect of End-of-Life Douلاس |
| 12:00p – 2:00p | Awards Luncheon | Awards of Excellence & Dessert Dash |
| 2:00p – 3:00p | Breakout E.1 | • How to Leverage Automation & AI to Improve Your Sales & Marketing Results |
| | Breakout E.2 | • Navigating Policy Change in the Nursing Home Sector |
| | Breakout E.3 | • Innovate, Integrate, Elevate: Building a Tech Center of Excellence |
| | Breakout E.4 | • Leadership in Tough Times |
| 3:10p – 4:10p | Breakout F.1 | • The AI Blueprint: Developing a Smart AI Policy |
| | Breakout F.2 | • The Compliance Hangover: Payroll in a State that Loves Rules, Taxes and Paper Cuts |
| | Breakout F.3 | • Psychotropic Medication Management |
| 4:10p | Final Prize Drawings | Must be present to win! |



Charging Station

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GENERAL INFORMATION

EDUCATION FOCUS

Participants may attend any education session. The sessions have been designed for areas of interest in:

- Care & Nursing Services
- Design & Project Management
- Financial Management
- Fund Development
- Leadership, Strategy & Policy
- Management & Operations
- Marketing & Public Relations
- Partnership & Collaboration
- Technology
- Wellness & Resident Satisfaction
- Workforce Development

IDENTIFY EMERGING TRENDS IN THE FIELD OF AGING

- Explore innovative ways to provide services in the future
- Identify new partners and opportunities
- Retool your community with the latest information
- Understand healthcare reform and your next steps

EDUCATION CREDITS

Earn up to 11.0 continuing CEU's. Forms will be available upon arrival. Be sure to drop off the yellow copy before you leave the conference.

QUESTIONS

We are available to assist you with questions, directions and other needs. Look for our Planning Committee members who will have an **ORANGE** ribbon or Staff who will have a **BLUE** ribbon.

PROGRAM, SESSION HANDOUTS & ANNUAL REPORT

Just prior to the conference, attendees will receive access to our Conference App, where the program and session handouts can be viewed. QR codes will also be available onsite.

LeadingAge Washington's 2025 Annual Report will be available at the Registration Desk.

OVERALL CONFERENCE EVALUATION

Following the conference, you will be sent a survey link to our online conference evaluation. Your feedback is very important to us and helps us to form ideas for future conferences and events.

CELL PHONE AND MESSAGES

Please be courteous and program your cell phone to vibrate during the conference.

BADGES

Name badges are required for entrance to all sessions and conference activities including the exhibit hall. If you have a partner that will be attending, please be sure to stop by the registration desk and ask for a name badge.

DRESS CODE

We want you to enjoy your conference experience - drop the suits and ties and put on comfortable shoes. Meeting rooms will vary in temperature; keep a jacket or sweater with you. Evenings may be cool!

CONSENT TO USE PHOTO IMAGES

Registration and attendance at, or participation in, LeadingAge WA meetings and other activities constitutes an agreement by the registrant for LeadingAge to use and distribute (both now & in the future) the registrant or attendee's image or voice in photographs, videotapes, electronic reproductions, and audiotapes of such events and activities.



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From scenic views and vibrant neighborhoods to incredible food and culture, there's so much to see and do. Visit the [Destination Services welcome page](#) for tips, maps, and local highlights.

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- The hotel room block pricing is still available for Wednesday night.
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- Book your extra night today and jumpstart your summer!

Show your badge for Exclusive Perks!

Enjoy discounts at local restaurants, shops, and attractions with the [Show Your Badge](#) program—a mobile-friendly pass just for conference attendees. No physical badge needed—just download the pass and start exploring!



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Join us for a DEEP DIVE

#1 Monday, 2:00 – 4:00 pm

Place, Space & Emotional Well-Being in Older Adults

increasing satisfaction, referrals & occupancy through the built environment

- Dr. Noah Webster, PhD, Associate Research Scientist, Institute for Social Research
University of Michigan
- Dean Kelly, Architect & Principal, Rice Fergus Miller
- Susie Parsons, Interior Designer & Associate Principal, Rice Fergus Miller



Dr. Webster's expertise focuses on the role of built environments in fostering social interactions and enhancing mental, physical, and cognitive well-being. His work integrates theories of social relations and ecological context and involves development and evaluation of interventions to promote well-being among older adults. This includes an experimental field study examining a successful aging intervention in affordable senior housing communities. He has collaborated with academic and industry leaders to pinpoint key social and demographic trends, creating roadmaps for future planning, policy, and research.

Session Description

Architect Dean Kelly and interior designer Susie Parsons of RFM will partner with Dr. Webster to explore the impact of social connections on residents' quality of life and how the built environment can be a catalyst for building and sustaining connection. Guided by the latest research, this session will examine the intersection of physical environment, social networks, and emotional well-being. Peripheral social ties and "ordinary social interactions" are shown to be key drivers of mental health, offering a sense of autonomy and access to vital resources as well as fostering resilience during times of stress and crisis.

The built environment within retirement and care settings can either help or hinder social success. Setting the stage for such interactions requires intentional choices in design. Thoughtful planning and spatial adjacencies can enhance opportunities for socialization. Features like natural light, greenery, and flexible communal spaces can nurture a profound sense of comfort, belonging, and joy – leading to increased resident satisfaction and strong occupancy rates for providers. Armed with evidence-based strategies supporting the relationship between place and space, attendees will be empowered to strategically enhance the physical environment to enrich the lives of their residents and staff alike, ensuring long-term success for both residents and providers.

Learning Objectives

- Understand what 'peripheral social ties' are and why they are important to cultivate.
- Recognize the ways the built environment can help or hinder social interaction, and learn strategies to increase opportunity for and improve connections through building design.
- Explore physical and programmatic strategies for improving social connection opportunities and quality within an environment optimized for older adults through learning activity.

Session Style

Lecture, breakout groups for design exercises, interactive facilitator engagement

Join us for a DEEP DIVE

#2 Monday, 2:00 – 4:00 pm

Senior Scams, Fraud & Financial Exploitation

protecting older adults and reducing organizational risk

- Dr. Duke Han, PhD, Professor of Psychology, Family Medicine, Neurology, & Gerontology
University of Southern California
- Carin Marney, Attorney, Ballard Spahr
- Kay Tomlinson, AARP Fraud Watch Network ● Jean Mathisen, AARP WA & SHIBA



Dr. Han is interested in factors that impact cognition and decision making in aging. He also has special interests in advocacy for underserved and underrepresented people groups in aging and neuroscience research. In addition to directing his own extramurally-funded research lab, he serves as the Co-Leader of the Research and Education Core for the USC Alzheimer's Disease Research Center (ADRC), and the Editor-In-Chief of *The Journals of Gerontology Series B: Psychological Sciences*. He is a founding governance member of the Global Council on Brain Health, an

international independent science collaborative convened by AARP that is tasked with offering the aging public the best advice about brain health. His work has been featured in multiple media outlets, including CNN, Reuters, CBS, PBS, Forbes, Fox Business News, and U.S. News and World Report.

Carin Marney represents health care and long-term care providers in regulatory and litigation matters. Kay Tomlinson presents on current fraud trends and prevention, with a special interest in AI fraud and older adult vulnerabilities. Jean Mathisen holds expertise in identifying Medicare fraud and consults on senior rights, victim assistance, adult protective services, and financial exploitation.

Session Description

Dr. Han will collaborate with Kay and Jean as they delve into evidence-based strategies to equip long-term care providers with the knowledge and tools to protect residents from financial scams and exploitation. During this interactive session, we will explore the cognitive underpinnings that increase susceptibility to fraud, such as age-associated pathological changes and evolving special relationships. We will review some of the most common scams, the prevalence of Medicare fraud, and the importance of training staff to recognize risk factors. We will also discuss the connection between residents' financial stability and long-term financial risks to providers and receive insights from attorney Carin Marney on legal implications.

Learning Objectives

- Recognize and describe common types of financial scams targeting older adults.
- Identify the neurological, cognitive, and social factors that contribute to increased vulnerability.
- Understand how to develop and implement comprehensive, resident-centric measures and staff training programs for detecting signs of exploitation and fraud scams.

Session Style

Lecture, breakout groups for exercises, interactive facilitator discussions & feedback, action plans

Join us for a DEEP DIVE

#3 Monday, 2:00 – 4:00 pm

The Behavior Toolkit: Hacks, Fixes, and Game-Changers

caregiver resources for managing intense behavioral expressions

● Benjamin Surmi, Social Gerontologist (MsG)
Director of Culture & Training, Koelsch Communities



Benjamin Surmi specializes in supporting individuals and families facing cognitive changes or other disabilities that require collaboration and creativity. With two decades of hands-on experience—from caregiving at home and in memory care, directing activity programs, counseling families through transitions, to empowering nurses and caregivers as an Executive Director—Benjamin now supports 2000 team members serving 2000 elders and 5000 family members. His focus is on cutting through the noise to identify innovative tools that make a real difference in day-to-day care and well-being.

Session Description

We've all sat through trainings promising to "reduce behaviors," but let's be real—how many of those strategies actually work in the heat of the moment? When a resident is yelling non-stop, biting, spitting, seeking possibly illegal sex, pushing through locked doors, or refusing a soiled brief change, caregivers need fast, practical tools that they can grab and use right now—not theories that don't hold up on a Saturday night shift.

This session is all about building a real-world behavior toolkit—sorting through what works, tossing what doesn't, and making sure the best tools actually show up in daily care. We'll move fast, sharing dozens of hacks, fixes, and game-changing strategies, while brainstorming how to get them into the hands of the CNAs, nurses, and activity pros who make it all happen. Got a tool that works? Bring it. Let's build a better toolkit together.

Learning Objectives

- Identify at least 10 practical, real-world strategies for managing intense behavioral expressions in dementia care.
- Evaluate which tools are most effective for their specific care environment and discard those that don't work.
- Organize a behavior response toolkit that is easy for caregivers to access and use in real-time situations.
- Apply simple, practical interventions that boost caregiver confidence in handling crisis moments.
- Collaborate with peers to share, refine, and expand their toolbox of proven behavior management techniques.

Session Style

Lecture, interactive smartphone-to-slide discussions, story sharing, role play with volunteers, videos

Monday

WELCOME EVENT

5:00 – 7:00 pm
Discovery
Ballroom



Get ready for a lively kickoff to our conference! Jonathan Boyar, Executive Director of Judson Park, brings a fascinating blend of experiences to the table. With his diverse senior living and business credentials, coupled with passions ranging from hospitality to theater, Jonathan is primed to create a memorable evening for all. His expertise in leadership coaching, fueled by a voracious reading habit, sets the stage for an engaging and interactive experience. Prepare to be entertained as Jonathan leverages the power of improv theater to launch our conference, sprinkling in fun, interactive exercises throughout the evening.

We will also take a moment to thank Grant Linacre for his outstanding service and contributions to the LeadingAge Washington board, and welcome Jim Maxwell as the new board chair. What better way to start than with a mix of laughter, old friends, and new connections? Join us for this unique networking event that feels like a night out with friends!

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8:00 – 9:00 am
Heritage ACD

Tuesday

BREAKFAST

After picking up your meal, find a seat with peers in similar roles. It's your chance to discover LeadingAge Washington's various networking groups (see the end of this program brochure for a list). **Don't miss this opportunity to expand your resources and expertise – your future self will thank you!**

Sponsored By:



Tuesday

KEYNOTE

9:00 – 10:30 am
Heritage ACD



Workplace Ethics: Navigating Moral Complexities in Long-Term Care

Dr. Michael A. Gillette, PhD, Ethicist, Bioethical Services of Virginia, Inc.

Attention long-term care leaders, directors, and executives! Are you ready to champion ethical excellence in your workplace? This session on Workplace Ethics is a must-attend.

We'll dive into the moral complexities of dealing with residents who exhibit offensive or dangerous behaviors. How do we protect staff from racially charged comments? Where's the line when accommodating those with dementia? These tough questions will challenge and transform your approach to ethical leadership.

Get ready for an eye-opening session that'll explore the definitions of harassment and hostile work environments. We'll then tackle real-life, long-term care scenarios that'll test your ethical mettle. You'll leave with strategies to help your staff navigate tricky situations with compassion and principles, creating a workplace that elevates everyone's dignity.

Dr. Michael Gillette, a powerhouse in the field of ethics with a PhD from Brown University and experience as former Mayor of Lynchburg, Virginia, will deliver this dynamic keynote. His interactive approach will challenge you to think critically about ethical decisions in both professional and personal spheres.

Don't miss this chance to learn from a true expert and navigate the complex landscape of ethics through this highly interactive Keynote address.

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Tuesday

BREAKOUT

Session A
10:45 – 11:45 am

A. 1 Professional Boundaries & Nursing Ethics

Dr. Michael A. Gillette, PhD, Ethicist, Bioethical Services of Virginia, Inc.

This highly interactive, case-based seminar will present an overview of ethical issues that develop when providers and recipients fail to recognize professional boundaries. By examining actual case consultations, we will explore key concepts and generate a better understanding of the relationship between healthcare personnel and the individuals whom they serve.

At the end of the session, participants will be able to define professional boundaries and dual relationships in an ethically useful way; explore difficult cases where boundary crossings are difficult to identify or avoid; and demonstrate tools and policies that can be of use in avoiding inappropriate boundary crossings.

A. 2 Maximizing Natural Environments for Resident Satisfaction & Well-Being

Dr. Noah Webster, PhD, Associate Research Scientist
Institute for Social Research, University of Michigan

The natural environment has profound impacts on our health and well-being. This is particularly true among older adults. For example, there are well-documented positive impacts on older adults' mental, physical, and cognitive health resulting from spending time in and around nature, but also elevated risk for adverse outcomes resulting from severe weather events (e.g., heat waves, flooding). The natural environment has also provided relatively new and unique opportunities for volunteering and civic engagement, which can lead to social engagement and cognitive stimulation in unique ways. Relevant gerontological theories and recent research will be presented, followed by a discussion of evidence-based interventions and potential implications for housing providers.

At the end of the session, attendees will understand the multiple ways that the natural environment can impact an older adult's health and well-being; recognize how exposure to the natural environment can create both risk and opportunity for older adults; and consider ways to reduce risk and facilitate engagement opportunities focused on exposure to the natural environment in housing communities.



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Tuesday

BREAKOUT

Session A
10:45 – 11:45 am

A. 3 Fueling Growth: Strategies and Funding Sources for Not-For-Profit Providers

Sarkis Garabedian, Managing Director, Ziegler

Daren Bell, Managing Director, Ziegler

According to the 2024 LeadingAge Ziegler 200 report, roughly 70% of providers are undertaking an expansion or campus repositioning project in the next two years. While exceptions exist, not-for-profit providers have historically been more risk averse and slower to grow than owners and operators in the private sector. Demographics are in the providers' favor as the number of seniors in the US is expected to double over the next 15 years. Furthermore, NIC reports that senior housing providers must grow at 3.5x the current pace just to maintain current market share. Not-for-profit providers need to seize this opportunity and commit to strategic growth endeavors before their market share declines even further. Despite the decline, senior living providers have continued their growth through expansions, new campuses and mergers and acquisitions. Accessing capital is paramount to fueling this growth and, unlike in prior periods, not-for-profit providers enjoy an advantage over their for-profit competitors. Understanding how to appropriately access the capital resources is important as well as the need to strategically develop long-range capital plans.

This session will give an overview of the importance of growth, types of growth available to not-for-profit providers as well as how to fund it. Additionally, examples will be given of specific growth initiatives that providers can explore.

A. 4 Turning Point: Pivoting Josephine Caring Community to the Future

John Shoesmith, Principle, Perkins Eastman

Terry Robertson, CEO, Josephine Caring Community

Paul Aigner, Vice President of Real Estate Development, GSI

Developing a transformational strategic repositioning plan can seem daunting. How do we rightsize our care offerings? How do we attract future residents and plan for growth? Are there opportunities to reach outside our existing campus? Josephine Caring Community was faced with these questions. Join us as our panel discusses the challenges they faced, the opportunities that presented themselves and the solutions, that will help reposition Josephine to be successful well into the future.

Tuesday LUNCH

11:45a - 12:45p

Join us for a thoughtfully prepared lunch and the opportunity to network with fellow attendees. This midday break is designed to provide both nourishment and connection as we transition into the afternoon sessions. We encourage you to take this time to recharge and engage in meaningful conversation.

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11:45a - 4:00p

Elevate Your Professional Image with a New Headshot



Don't miss this exclusive opportunity to enhance your personal brand! Kate Baldwin Photography will be onsite Tuesday, June 24 from 11:45 am to 4 pm offering professional headshots that will set you apart in your field. For a modest investment of **\$90**, you'll receive a polished, digital headshot and expert touch-ups to ensure you look your absolute best. In the weeks leading up to the conference, we will release a sign-up sheet so that you can select your photo shoot time to coordinate with your schedule.

This is your chance to make a powerful first impression, boost your online presence, and showcase your professionalism. Seize this moment to level up your career game! Make plans within your conference schedule to visit the photography booth and take the first step towards a more compelling professional image. Debit & credit card payments will be accepted.

Tuesday

BREAKOUT

Session B

12:45 – 1:45 pm

B. 1 Hot Legal Topics

Carin Marney, Attorney, Ballard Spahr-Lane Powell

Join Ballard Spahr-Lane Powell to stay informed about the latest legal issues impacting senior housing and long-term care providers in Washington. Topics will include changes to state law and regulations as a result of this legislative session, executive orders affecting senior living including immigration, mandated staffing, updated surveyor guidance, and more. Bring your questions and engage in discussions on these timely and wide-ranging legal topics.

B. 2 Building a High-Caliber Hospice Program within Skilled Nursing & Assisted Living

Emily Clotfelter, Director of Communications, Kline Galland

Building your Hospice program to meet regulations can be challenging, and adding in Skilled Nursing and Assisted Living settings, with their own regulations, can be even more daunting. Learn how our Hospice Agency learned to navigate the highly regulated environments for skilled nursing and assisted living, to deliver high-quality hospice care for patients with better care outcomes. In this session, we will explore the challenges and the benefits by serving patients in a variety of regulated settings with dedicated, specialized staff, strengthening our competitive place in the market, while serving seniors and their families better.



ASSISTED LIVING MANAGEMENT CERTIFICATION

Registration Opens in June

4-DAY IN-PERSON TRAINING SEPTEMBER, 2025

Tuesday

BREAKOUT

Session B

12:45 – 1:45 pm

B. 3 Ethics of AI in Aging Services

Clara Berridge, Associate Professor, School of Social Work

Adjunct Professor, Evans School of Public Policy & Governance, University of Washington

This is a critical time for aging services providers to understand how and why to apply ethical principles to decisions about AI products. The availability of digital health technologies that use AI across care settings is outpacing our understanding of how to navigate decisions that align with values of person-centered care. Multiple stakeholders, including residents and care staff, are exposed to problems such as inadequate data protections and threats to personal privacy and autonomy. In this presentation, Dr. Berridge will identify the many unresolved ethical issues and policy gaps that make navigating the 'algorithmic age' difficult. She will present research with experts and older adults living with dementia and their families that describes the predominant risks as well as diverging perspectives about what technology uses are appropriate. Drawing on twelve years of research, she will explain how and why value tensions and ethical issues arise when digital health technologies are introduced into care practices and discuss principles to promote ethical use of AI in tools for older adults. Attendees will leave with an understanding of the importance of setting guiding values against which AI practices can be measured in this period of rapid change, and what opportunities that can create.

Clara Berridge's research focuses on the ethical and policy implications of digital technologies used in elder care. She studies data and information technologies, such as remote monitoring systems and social robots, as well as the surveillance incentivized by AI of older adults and care workers. Across projects, she's often thinking about privacy, power, and decision making about technology use. She recently developed *Let's Talk Tech*, an online tool to help people living with mild dementia participate knowledgeably in decisions about technology use in their care. She holds a PhD in Social Welfare from UC Berkeley and an MSW from the University of Washington.

B. 4 Careforce Report: Should I Stay, or Should I Go?

Danae Mierau, General Manager, KARE

KARE's Careforce Report, "Should I Stay, or Should I Go?" captures insights from over 3,000 licensed caregivers on the critical factors shaping the future of the senior care workforce. Despite the strong vocational commitment of caregivers, a significant 14% are preparing to exit the field. The study pinpoints low pay (28%) burnout (9%), and other key motivations behind turnover. Wage concerns have intensified, especially as 64% reported declining or flat compensation since COVID-19, further impacting satisfaction. Notably, caregivers value workplace safety and flexibility, with 98% indicating that these factors would encourage them to stay in their roles. Data also reveals a divide in retention trends based on caregiver certifications: while CNAs and CMAs report higher job satisfaction, RNs show a steep drop in their Net Promoter Score (NPS), highlighting the need for tailored retention strategies.

Tuesday EXPO HALL

Exhibitors

Accrete Construction
Aegis Therapies
Agile Consulting Group
A/R SNF Solutions
Architex and Kwalu
Areté Architecture
Badgley Homes/Windermere
Blue Architecture, LLC
Cain Brothers
CCL Hospitality Group
Compliance Store, The
Consonus Healthcare Services
Deacon Construction
Ecolab
Essity
Forefront Healthcare
ForG Medical
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Infinity Rehab
Interactive Medical Systems

2:00 – 4:00 pm
Heritage BEF

KARE
LiveWell Home Lending
LRS Architects
McKesson Medical-Surgical
MediCleanse Linen Service,
Service Linen Supply
Medline Industries
Mercury Pharmacy Services
Miracle Method Surface Refinishing
Omnicare, a CVS Health Company
Powerback Rehabilitation
Propel Insurance
Restaura
Rice Fergus Miller
Risk Finance
Shelter Works
SisAdmin
Soundview Medical Supply
Technology Unlimited, Inc.
Time Equipment
Twin Med
Viventium
Walsh Construction Co.WA
WA State DOH – Board of
Nursing Home Administrators
WA State Housing Finance
Commission
Wattenbarger Architects
Wind Northwest
Ziegler

Tuesday

BREAKOUT

Tuesday **REFRESHMENTS**

Session C
4:00 – 5:00 pm

Sponsored By:



C. 1 Creating Belonging

Erica Thrash-Sall, CEO, Horizon House

As our sector continues to face challenges in meeting the growing demand for workforce, a panel of leaders will explore ways to foster an organizational culture that creates a sense of belonging and develops pipelines for new and existing team members. This interactive session will consider ways that we can develop, retain, and grow our direct service team members. The panel will discuss strategies for identifying and developing the next generation of leaders, especially those from varied backgrounds.

C. 2 Innovative Approach to Remodeling Occupied Buildings

Matt Godt, Senior Project Manager, Walsh Construction

For this panel presentation, we are joining renovation experts from across the PNW to discuss the importance of maintaining aging buildings. We will discuss our team's proven approach to funding, innovative design based on existing limitations, relocation, construction schedules, and the importance of maintaining existing housing stock so that you can walk away with a better understanding of how to prepare for a major renovation.

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GOES BEYOND**

Our attorneys help local senior living and long-term care providers navigate the legal and regulatory landscape with confidence.

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Spahr** LLP | **Lane
Powell**

Tuesday

BREAKOUT

Session C
4:00 – 5:00 pm

C. 3 Innovative Strategies to Attract the Next Generation of Nurses to Long-Term Care

Emily Ishado, Operations Manager, School of Nursing, University of Washington

Kristen Childress, Associate Teaching Professor, School of Nursing, University of Washington

Christina Coulter, Director of Curriculum Development, Dementia Palliative Education Network, Clinical Instructor

The Dementia Palliative Education Network (DPEN) at the University of Washington (UW) School of Nursing is an interdisciplinary team that aims to prepare and inspire healthcare professionals to work in the geriatric and LTC fields through education and clinical training. DPEN spearheaded two programs – the Excellence in LTC Externship and the LTC Public Awareness Campaign – that aim to address the LTC nursing shortage in Washington through strategies to build a workforce pipeline, support current staffing in LTC and understand factors that motivate nursing students to pursue careers in LTC. The Excellence in LTC Externship is a clinical training program that partners with LTC sites and focuses on exposing nursing students to LTC careers while working as a Nurse Technician. The LTC Public Awareness Campaign project aims to inspire and attract nursing students to the LTC field by tailoring messages that connect to their personal, professional, and practical values. In this presentation, the DPEN team will present the results, lessons learned, and discuss next steps for the Excellence in LTC set of programs. Join us for a collaborative session as we envision new pathways for stabilizing the workforce gaps and identify action-oriented strategies that will support LTC communities to attract, recruit, and retain new nurses.

C. 4 Navigating the Future of Skilled Nursing Facility Rates

Peter Graham, Chief of the Office of Rates Management

Bill Ulrich, President/CEO, Consolidated Billing Services, Inc.

In this session, we will explore the trajectory of skilled nursing facility rates. Despite witnessing substantial increases in rates over recent years, some of these changes have been temporary. Peter and Bill will dive into the future outlook for rates and identify key areas of consideration as we gear up for the next legislative session. Importantly, they will provide insights into the implementation of a new PDPM casemix system and a transitional strategy to ease rate burdens while allowing system-based rate growth over the coming years. As demographics evolve within our skilled nursing facilities, reflecting changes within our communities at large, the session will address how facility payments can adapt to capture these needs-based rate changes.



Buy, build, renovate or refinance
... senior housing and facilities



Tuesday CELEBRATE OUR FELLOWS

5:00 – 6:30 pm
Discovery CDE



Picture this: A room buzzing with energy, filled with passionate leaders who have just completed an intensive journey of growth and discovery. This is no ordinary graduation – it's a celebration of the latest cohort of Fellows from the LeadingAge Washington Leadership Institute!

For 15 years, this prestigious program has been nurturing the next generation of innovators within member organizations of LeadingAge Washington. Now, it's your turn to witness the fruits of their labor and be inspired by their vision for the future.

Join us on **Tuesday night from 5:00–6:30 pm** in the Grand Ballroom for an evening that promises to ignite your own leadership spark:

- Raise a glass with drinks and appetizers as you mingle with the Fellows, their coaches, and other industry trailblazers
- Be moved by powerful 2-minute video testimonials showcasing each Fellow's transformative journey
- Discover how these emerging leaders plan to revolutionize their organizations and elevate the entire field of aging services



As a leader, you know the challenges we face within this field. But after experiencing the palpable enthusiasm and fresh ideas of these Fellows, you'll leave with renewed hope and energy for the road ahead. **The future of aging services is bright, and it starts with celebrating these exceptional new leaders.** We can't wait to see you there!

Sponsored By:



Perkins Eastman



As of May 1st, alumni will be given an opportunity to order Leadership Institute ALUMNI clothing. You can pick up your gear at the conference, and you are encouraged to wear it to the graduation event as a show of support for the program's success over the last 15 years. At this event, we'll announce the formation of the LI Alumni Committee that will begin planning an exclusive educational event for 2026. Stay tuned!

Wednesday BREAKFAST

8:00 - 9:00 am
Discovery Ballroom CDE

Enjoy breakfast and connect with colleagues about the new ideas gained from yesterday's sessions.

LAWA Board Members and Leaders Emeritus are invited to join Leadership Institute Fellows for breakfast in the Alder Room to hear more about their LI experience and their plans for bringing their learnings back to their organizations.

Sponsored By:



Board Announcement

THANK YOU

At our Monday evening event, LeadingAge Washington will thank our outgoing board chair, Grant Linacre, and congratulate our incoming board chair, Jim Maxwell.



Grant Linacre, Executive Director at Emerald Heights in Redmond, is completing two years of outstanding service as board chair. Grant took on the responsibilities of board chair back in 2023 with vision and passion. He helped our association emerge from the shadow of the pandemic and he guided us through the CEO transition prompted by Deb Murphy's retirement. Thank you, Grant, for a job well done!



Jim Maxwell has served as our chair-elect for the past two years and will assume the board chair duties at this year's annual business meeting. Jim is President and CEO at Rockwood Retirement Communities in Spokane, where he has served since 2004. Among his many other accomplishments, Jim is a graduate of the 2016 LeadingAge Larry Minnix Leadership Academy. Thank you, Jim, for your service to our association and to the field of senior care and services!

Nominations Open!

Awards of EXCELLENCE

Nominate Today & Create Ripples of Excellence

In the vast ocean of aging services, every act of kindness, innovation, and leadership creates a ripple. These ripples, though often unseen, have the power to transform lives and shape the future of care for older adults.

We invite you to recognize those who create the most impactful waves. The LeadingAge Washington 2025 Awards of Excellence nominations will be open until May 1, 2025.



Winners will be announced at the Conference Luncheon on Wednesday, June 25

9:00 – 10:30 am
Heritage ACD

Wednesday

GENERAL SESSION

It's Not About Birth Year: The Evolution of Employees from A to GenZ

Alayna Thomas, Retention Strategist, Magnet Culture

Instead of fueling the “us versus them” fire on your team, it's time to dispel myths about younger workers' perceived lack of work ethic and loyalty. Magnet Culture's award-winning generational lens provides valuable insights to navigate key challenges and opportunities presented by today's new workforce. We'll uncover the “why” behind unique mindsets of Boomers, GenX, Millennials, and GenZ by exploring the impact of their upbringing.

This eye-opening program will shift your mindset to better understand and appreciate those around you, personally and professionally, and help futureproof your organization. It's time to create a workplace that more effectively manages multi-generational teams, as one-size leadership styles no longer fit all.



Retention Strategist and GenZ Keynoter, Alayna Thomas, MS, PHR, equips leaders to become retention champions who make the necessary adjustments to keep today's multi-generational workforce. A highly credentialed and wise-beyond-her-years GenZer, Alayna already has experience as an HR Director with her Master's in Management and a Professional in Human Resources (PHR) designation from HRCI. USA Today named Alayna a “2024 Keynote Speaker to Follow” for her unique, compelling perspectives on the evolving workforce. Alayna brings her experience as a former HR Director to The University of Texas at Dallas where she teaches HR fundamentals to young professionals. Alayna travels nationwide to share Magnet Culture's bold insights, helping leaders bridge the gaps between traditional and new mindsets in the ever-evolving workplace.

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Opening doors to a better life

Wednesday BREAKOUT

Session D
10:45 – 11:45 am

D. 1 Navigating Long-Term Care Policy: 2025 Legislative Update

Alyssa Odegaard, VP of Public Policy, LeadingAge Washington

Katherine Mahoney, Rare Bird Strategies, Contract Lobbyist to LeadingAge Washington

Join us for a deep dive into the latest long-term care policy developments in Washington State. This session will provide an in-depth review of key legislative actions from the 2025 session, including budget impacts, regulatory changes, and emerging policy trends affecting skilled nursing, assisted living, and home- and community-based services. Learn what these changes mean for providers, residents, and the future of long-term care. Gain insights on how to engage in future advocacy efforts.

Lobbying firm Rare Bird Strategies provides lobbying, strategic advising, government relations and program development services to clients within general business, health care, public education, and other public sector services.

D. 2 The Future of Healthcare Cybersecurity: Threats and Solutions

Ginille Forest, Communications Director, Securus

This is a deep dive into the most prevalent cyber threats facing healthcare providers today, including ransomware, phishing attacks, data breaches, and Distributed Denial of Service (DDoS) attacks. Each of these threats present significant risks to both patient data security and the smooth operation of healthcare organizations. We'll explore the tactics used by cybercriminals to execute these attacks and their impact on your organization, from disrupting daily operations to compromising sensitive patient information. Attendees will gain insights into the scope of these threats, how they can affect both clinical and administrative functions, and the long-term consequences of a security breach on trust and regulatory compliance.

Walk away with best practices for defending against these cyber risks, including advanced threat detection, employee training, and the importance of a robust incident response plan. By the end of the session, attendees will be equipped with the knowledge and strategies needed to bolster their cybersecurity posture and protect their organization from these critical digital threats.

D. 3 The Ripple Effect of End-of-Life Doulas

Bonnie Blachly MN, RN, CEOLD, President, Gentle Passage Doula

This session describes the training necessary to have an EOL Doula in your Senior Care Community. Having staff trained in EOL Doula skills equips them with a comprehensive skill set that goes beyond traditional caregiving, ensuring that residents and families have a more peaceful, dignified and personalized EOL Journey. The training supports staff themselves, reducing the risk of burnout and fostering greater job satisfaction. This compassionate, holistic approach to EOL care aligns with the values of respect, empathy and dignity.

Wednesday

AWARDS LUNCHEON

& Dessert Dash

12:00 – 2:00 pm
Heritage ACD

- 2025 Excellence Awards
- Silver Stars with 25, 25, 40+ Years of Service
- Group Retro Awards
- Leaders Emeritus Recognition
- LeadingAge Washington 2024–2025 Board Leadership & Committee Chairs

Luncheon hosted by:



Dessert Dash hosted by:



Retro Awards sponsored by:



Wine Wall sponsored by:



Excellence Awards sponsored by:



Wednesday BREAKOUT

Session E
2:00 – 3:00 pm

E. 1 How to Leverage Automation and AI to Improve Your Sales and Marketing Results

Katie Beaver, Vice President of Business Solutions, Creating Results

Step into the future of marketing automation and AI! Backed by comprehensive consumer research, marketing automation and AI can help sales and marketing teams become more efficient and effective when communicating with prospects. Learn practical strategies for implementing marketing automation and how to harness AI tools to improve performance and drive census.

E. 2 Navigating Policy Change in the Nursing Home Sector

Jodi Eyigor, Senior Director, Nursing Home Quality & Health Regulation, LeadingAge

The nursing home sector is in a perpetual state of change. As we adapt to meet the changing needs and preferences of a new generation of residents, we are simultaneously juggling ever-increasing requirements and changes to operations. Come hear what's new in nursing homes, what to expect in the months ahead, and how LeadingAge can support you.

In this session, you'll gain valuable insights into regulatory and legislative developments coming from CMS, CDC, Congress, and the Administration. We'll discuss how these initiatives will impact your nursing home, helping you prepare for upcoming changes. Additionally, you'll explore the wealth of resources and advocacy opportunities available to you through your LeadingAge membership, empowering you to navigate the evolving landscape of the nursing home sector with confidence.



Jodi Eyigor is responsible for leading the analysis of health policy and regulatory changes related to long term care providers and, in particular, nursing homes and developing and advocating for LeadingAge's positions on those issues.



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Wednesday BREAKOUT

Session E
2:00 – 3:00 pm

E. 3 Innovate, Integrate, Elevate: Building a Tech Centre of Excellence

Vipin Bhardwaj, CEO, NuAlg

During the session we will look at the journey of establishing a Center of Excellence (COE) for the organization to create a mechanism for continuous innovation by incorporating new technologies. We will start with the fundamental concept of a COE and its role in long-term digital transformation planning, emphasizing the benefits of strategic partnerships. We will delve into how AI, Intelligent Automation and Analytics is playing a pivotal role in the digital transformation journey of aging services providers to overcome challenges like staffing shortages, caregiver burnout, poor operational efficiencies, software interoperability, and lower ROIs. Attendees will also gain insights into assessing and adapting their current technology stacks, with a focus on incorporating technologies like Generative AI, Intelligent Automation and Data Analytics.

E. 4 Leadership in Tough Times

Ken Leatherman, Employee Benefits/PC Specialist, Assured Partners

Within this session, leaders will be equipped with the tools needed to navigate crisis effectively. Participants will explore the stages of disruption and transition, learning key leadership and communication skills to guide their teams through uncertainty. Emphasizing the importance of character, trust, integrity, and empathy, the course provides actionable strategies to inspire confidence, build resilience, and strengthen organizational stability. Ideal for leaders and professionals, this session prepares participants to lead decisively through challenges and emerge stronger.



A 6-month program designed for aging services professionals, focused on leadership skills that directly influence resident care & satisfaction.

2026 Cohort

Applications Open July 1st

www.leadingagewa.org/news-events/L-I/

Wednesday BREAKOUT

Session F
3:10 – 4:10 pm

F. 1 The AI Blueprint: Developing a Smart AI Policy

Jennifer Ortemeyer, Senior Vice President of Employee Benefits, HUB International

Artificial intelligence (AI) is no longer just a buzzword – it's rapidly becoming a critical tool in the modern workplace. As more employees rely on AI to perform everyday tasks, AI policies are now as essential to an employee handbook as a sexual harassment, workplace conduct, or time and attendance policy.

With AI becoming so integral to today's workplace, organizations must establish clear policies to ensure ethical and secure usage. But where do you begin? Join HUB Compliance and Cybersecurity experts as they provide step-by-step guidance for developing an AI policy that aligns with your company values, ensures compliance, and mitigates risk. Attendees will learn how to integrate AI into business processes while protecting privacy, security, and fairness across all levels of the organization.

F. 2 The Compliance Hangover: Payroll in a State that Loves Rules, Taxes and Paper Cuts

Elizabeth New, Director, Centers for Worker Rights & Health Care, Washington Policy Center

Neal Martino, Vice President of Human Resources, Wesley

Shelly Ryan, Chief of Human Resources, Kline Galland

Jason Druffel, HR Director, Rockwood Retirement Communities

**NEW
addition!**

Washington state is celebrated for its employee-friendly policies — boasting high minimum wages, expansive paid leave and robust worker protections. Our state is considered the gold standard for worker protections and benefits — and a minefield for those footing the bill.

Between wages, regulations and payroll taxes, our state is tough for any employer. And for providers of long-term care, well-intentioned government regulations often translate into complex compliance challenges and financial strain. HR leaders and executives must strike an intricate balance between upholding employee regulations and benefits and ensuring organizational sustainability.

In this session, we'll unpack why Washington is one of the best states to be an employee but one of the hardest places to be an employer or long-term-care organization. From minimum wage mandates to expanding overtime thresholds and a stack of payroll taxes (hello, WA Cares and PFML), HR leaders are navigating a regulatory labyrinth with fixed reimbursement rates and rising labor costs. Expect updates on and predictions about state policy, more than a few winces and just enough humor to get you through the next payroll cycle.

With History Comes Experience.
With Longevity Comes Knowledge.

Wednesday BREAKOUT

Session F
3:10 – 4:10 pm

F. 3 IDT Psychotropic Meetings, Monitoring Psychotropic Medications, and CMS Regulatory Updates

Lina Bjerke, Lead Consultant Pharmacist, PharMerica

Kevin McMahon, Consultant Pharmacist, PharMerica

Grant Walker, Consultant Pharmacist, PharMerica

Learn more about the role of the consultant pharmacist in IDT meetings. An interdisciplinary approach is important to both psychotropic medication monitoring and GDR tracking and implementation. Discussion will center on how to monitor psychotropic medications in terms of efficacy as well as side effects, in addition to behavioral monitoring. To conclude the session, we will review the 2025 CMS updates to surveyor guidance in the SOM Appendix PP. F758 (free from unnecessary psychotropic meds/PRN use) is no longer a tag, as it has now been integrated into F605 (free from chemical restraints).

This session will be facilitated by three Consultant Pharmacists. Lina Bjerke, a graduate of the University of Maryland, Baltimore, is a Board-Certified Geriatric Pharmacist who has been working in LTC since 2016. Kevin McMahon, a PharmD graduate of the University of Pittsburgh, began serving the LTC population in 2019 with a focus on Adult Family Homes before joining PharMerica. Grant Walker, a graduate of the UW School of Pharmacy, is a Board-Certified Geriatric Pharmacist who has been working in LTC for 15 years.

Wednesday REFRESHMENTS

Sponsored By:

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 **POLSINELLI**

Let's Stay ENGAGED

Professional Networks & Interactive Updates

Organized by discipline for mutual support, information sharing, and professional growth; members are automatically added to our networks based on their disciplines and invited to participate.

- SNF Clinical & Regulatory:
Update Calls - every other Friday, 1:30 pm via Zoom
- AL Management:
Update Calls - 1st Friday, 11 am via Zoom
- Public Policy & Advocacy
Update Calls - every other Monday, 11:30 am via Zoom (only during Session)
- Activity & Wellness Network: 3rd Thursday, 11 am via Zoom + in-person coffee chats
- Marketing & Sales Network
- Fund Development Network
- Leaders of Color Network
- Coming Soon! Executives & Administrators Network

Cabinets

Held quarterly, Cabinets shape and inform annual legislative agenda; advise on regulatory issues; showcase emerging models and best practices; and identify education and resource development opportunities.

- Adult Day Cabinet
- Assisted Living Cabinet
- Life Plan Community Cabinet
- Nursing Home Cabinet

Committees

The Board of Directors authorizes the Finance & Audit Committee to oversee the Association's financial matters

- Finance & Audit Committee

Councils

Organized around emerging issues facing our members that cut across lines of business.

- Workforce Solutions Council: 3rd Tuesday, 11:30 am via Zoom

Advisory Groups

Advisory groups provide guidance to the Association and members in areas of interest that regularly affect the operations of both the Association and its members.

- Education Planning
- Member Recognition*

*Comprised of Committee, Cabinet & Council Chairpersons

Let's Stay ENGAGED

UPCOMING OPPORTUNITIES

● **Annual Member Business Meeting: Wednesday, June 18, 9 am via Zoom**

● **InsPac Webinars, 3rd Thursday via Zoom; register via our website calendar**

April: Effective Care Planning & Documentation for Skilled Nursing Facilities

May: Mastering Workforce Challenges: Recruitment, Retention & Engagement

June: Risk Management & Incident Investigation

July: Behavioral Health & Dementia Care for Aging Populations

August: Ethics & End-of-Life Care in Post-Acute Settings

September: Medication Management & Pharmacy Compliance

October: Emergency Preparedness & Disaster Response Planning

November: Leadership Essentials for Health Care Administrators and DONs

December: Resident Rights & Abuse Prevention: Compliance & Culture

● **Registration opens for Leadership Institute 2026 Cohort: July 1, 2025**

● **ELEVATE Assisted Living Management Certification Training: September, 2025**

● **LeadingAge Washington Fall Conference, October 14, 2025**
SeaTac Airport Conference Center

Bookmark the LeadingAge Washington
calendar of events:

