

2025

Fall Conference  
OCTOBER 14, 2025

Program

ripples of  
**IMPACT**

*LeadingAge*<sup>®</sup>  
Washington

# WELCOME TO SEA



## THE CONFERENCE CENTER AT SEA

*Seattle-Tacoma International Airport*

The Conference Center is conveniently located inside the Seattle-Tacoma International Airport, pre-security and on the mezzanine level at the south end of the airport above Checkpoint #2. Boarding passes are not required to access the facility.

[Location & Directions](#)

[Take a Virtual Tour](#)

### FREE & EASY PARKING

There is complimentary parking validation for Conference Center guests who utilize the airport parking garage, on the day of their event. Please park in General Parking (floors 2, 3, 5, 8) in the airport garage. One-day travelers flying in can easily stay at nearby hotels that provide complimentary shuttle service to the conference center.



The Conference Center at SEA is a professional venue frequently used by business leaders and organizations for its convenience and well-appointed facilities. A hidden gem within the airport, it offers a calm, comfortable setting thoughtfully designed for learning and connection, with modern meeting rooms, quality amenities, and direct access from the parking garage.



# EXPLORE SEATTLE-TACOMA

## WHERE TO STAY

If you're arriving the night before the conference, you'll find a variety of comfortable, convenient hotel options just steps from the Seattle-Tacoma International Airport and Conference Center. Popular choices include [Cedarbrook Lodge](#), the [Skybridge Seattle Airport Hotel](#), and the [DoubleTree by Hilton](#), each offering free airport shuttle service, easy access, welcoming amenities, and a restful night's sleep before a full day of learning and connection.

## LOCATION HIGHLIGHTS

SEA boasts a vibrant mix of dining, local artisan shops, live music, and curated art—perfect for those who want to extend their visit. Just minutes away, the Highline SeaTac Botanical Garden offers a lush, peaceful stroll. Nearby attractions include The Museum of Flight, iFLY Indoor Skydiving, Des Moines Beach Park, Family Fun Center, and Starfire Sports.

## ARRIVING ON MONDAY?

Join friends and colleagues at [\*\*Cedarbrook Lodge's Copperleaf Restaurant & Bar\*\*](#) for farm-to-table dining and craft cocktails—the perfect way to kick off the conference.



# REGISTRATION NOW OPEN

**DATE:** Tuesday, October 14, 2025

**VENUE:** The Conference Center at Seattle Tacoma  
International Airport, Seatac WA

## Pricing

## Member

Provider Member

\$199

Business Member

\$299

Non-Member

\$349

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

\$179

[Click to Register Today!](#)





# AGENDA AT-A-GLANCE

**Tuesday, October 14, 2025**

8:00a – 9:00a

**Continental Breakfast & Registration**

9:00a – 9:15a

**Welcome Remarks & Announcements**

9:15a – 9:30a

**State of Our Sector: Advocacy Challenges & A Call to Action**

Katie Smith Sloan, President & CEO, LeadingAge

9:30a – 11:00a

**Keynote:**

**Press On – Courage, Commitment, & Change in Aging Services**

Nicole Howell, National Council on Aging

11:15a – 12:30p

**Networking Lunch**

Introduction to the new 2026 Leadership Institute Fellows  
Scholarship Recipient Recognition

12:45p – 3:15p

**Workshop A**

*Executive Briefing & Advocacy Strategy:*

*Navigating Today's Policy Landscape & Making Your Voice Heard*

In one dynamic session, connect the dots between today's policy shifts and your ability to influence what happens next. Hone the executive advocacy strategies you can't afford to ignore, and walk away ready to protect your organization's interests and help shape the future of senior living.

**Workshop B**

*The Sales & Marketing Exchange: Ideas, Innovation, & Impact*

Reconnect with peers, trade fresh ideas, and discover sales and marketing strategies—plus PR insights—that will help you boost trust, value, and impact in today's competitive senior living market.

**Workshop C**

*The Human Resources Exchange: Practical, Proven Tools & Strategies*

From regulatory compliance to workforce retention and satisfaction, HR professionals face daily challenges in a rapidly changing work environment. Join us to gain new insights, share fresh ideas, and leave with practical tools to equip and inspire your HR team!

Breakfast Sponsored by:



**CONSONUS**  
HEALTHCARE

# Tuesday

# KEYNOTE

**Location:**  
**International B**

**9:15a – 9:30a**

## ● **State of Our Sector: Advocacy Challenges & A Call to Action**

Katie Smith Sloan, President & CEO, LeadingAge

LeadingAge President/CEO Katie Smith Sloan will bring us her unique insights on the state of aging services, highlighting today's most pressing challenges — from policy shifts and workforce pressures to sobering financial realities. You'll come away with a renewed appreciation for the role that passionate leadership and relentless advocacy play in protecting your organization, sustaining your community, and shaping the future of long term care.



**9:30a – 11:00a**

## ● **Press On – Courage, Commitment, and Change in Aging Services**

Nicole Howell, Director of Direct Care Workforce Development  
National Council on Aging

For many of us in aging services, the passage of HR 1 felt like a breaking point. Despite calls, rallies, and passionate advocacy, Congress still enacted sweeping cuts to Medicaid and aging services. Many leaders are left wondering: Does any of this still matter?



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Nicole Howell believes the answer is yes. A self-described “unlikely advocate,” she never planned to speak before legislators or lead national campaigns. But as the needs of older adults grew, she realized silence was no longer an option. Nicole will share how she evolved from a hesitant voice to a powerful advocate—proving that with guidance, courage, and persistence, leaders at every level can shape policy and drive change.

**Why C-suite leaders can’t afford to ignore this:** Policy directly impacts your margins, reimbursement, staffing, and long-term viability. Advocacy isn’t a side task—it’s a core part of your strategic playbook. If you’re not at the table sharing the realities of those you serve, others will speak in your place—without your insight or truth.

**Why HR must be at the advocacy table:** HR leaders know how rules can make or break recruitment, retention, and team safety. If you’re absent when policies are set, you’re left managing the fallout. Your perspective is indispensable.

**Why sales and marketing should care:** The market you serve is under strain. Older adults are stretching every dollar; families are worried and hesitant. You don’t just sell services—you offer hope, safety, and dignity. If the field is weakened, that promise is at risk. Your advocacy matters too.

This session will be both wake-up call and rallying cry. With honesty, inspiration, and hard-earned wisdom, Nicole will challenge us to press on—for our teams, our communities, and the older adults counting on us to lead with courage and conviction.

Nicole is passionate about workforce development within aging and disability services and has led several national initiatives, including at LeadingAge, where she worked with partners and policymakers to strengthen the direct care workforce, and was a Health and Aging Policy Fellow in 2021–2022. Nicole has served as a Health Policy Advisor in Congress and as Executive Director of Empowered Aging, a nonprofit advocating for older adults and adults with disabilities. With over a decade of experience advancing seniors’ rights and person-centered care, she is passionate about workforce development and policy solutions that support aging services. She holds a BA in Political Science from the University of Nevada, Reno.

*Sponsored By:*



# NETWORKING LUNCHEON

Lunch Sponsored By:



**11:15a – 12:30p**  
**International B**

## 2026 LEADERSHIP INSTITUTE FELLOWS

We are excited to announce the 2026 cohort of fellows selected for our Leadership Institute, now entering its 16th year of developing strong leaders in aging services. These emerging professionals were chosen for their dedication and potential to make a meaningful impact in our field. As we welcome them into the program, you'll have the chance at the luncheon to help equip our fellows for success by supporting the book fundraising campaign and signing the books they will use throughout their 8-month curriculum.



## SCHOLARSHIP AWARD RECIPIENTS

### Celebrating Growth and Promise

During our Fall Conference Networking Luncheon, we will proudly announce this year's scholarship recipients—dedicated professionals whose drive and commitment to advancing their careers in aging services inspire us all. These scholarships exist thanks to the generous support of our members and their fundraising efforts, making it possible to invest in the growth and development of emerging leaders who are shaping the future of senior care. This year, we're thrilled to report a record number of scholarship applications, reflecting the growing interest and commitment within our field.

Join us in celebrating this important milestone as these recipients embark on an exciting journey to complete their studies, enhance their skills, and continue making a meaningful difference in the aging services field—with the support and encouragement of our community behind them.



# Executive Strategy

12:45p – 3:15p

## **Executive Briefing & Advocacy Strategy: Navigating Today's Policy Landscape and Making Your Voice Heard**

Dive into an exclusive, high-level briefing designed to equip senior living executives with the critical policy insights needed to navigate today's rapidly changing long-term care landscape. Our expert partners from Ziegler and CliftonLarsonAllen will unpack the latest policy shifts—from the potential impacts of HR 1 to Medicaid changes and emerging market trends—arming you with the knowledge to make informed, strategic decisions. Engage directly with industry leaders, bring your questions, and gain clarity on the challenges and opportunities shaping the future of your community.

Building on this briefing, we'll continue with an interactive, executive-level strategy discussion focused on high-impact advocacy for senior living leaders. You'll gain practical tools and insights to navigate the complexities of policymaking and advocacy with confidence, deepen your understanding of your vital role in shaping policy, and acquire actionable strategies to ensure your voice carries weight with decision-makers.



Alyssa Odegaard  
VP of Public Policy  
LeadingAge Washington



Dan Frein  
Managing Principal  
CliftonLarsonAllen



Daren Bell  
Managing Director  
Ziegler



Gerald "Jerry" Cohen, JD, MPA  
Partner  
Evolving Elders

Sponsored By:



# Sales & Marketing

**12:45p – 3:15p**

## **The Sales & Marketing Exchange: Ideas, Innovation, and Impact**

This dynamic session is designed for sales and marketing professionals in senior living to reconnect, share fresh ideas, and leave with practical tools you can put into action right away. Together, we'll build community, swap inspiration, and dive into strategies that strengthen our individual organizations and the reputation of our field.

### **12:45p–1:20p – Speed Networking**

Enjoy fast-paced introductions designed to spark connections and uncover common ground. Six rounds of thought-provoking questions will help you meet new peers, discover shared challenges, and start the conversation rolling.

### **1:20p–1:25p – Welcome from the Sales & Marketing Professional Network Committee**

### **1:25p–2:30p – Innovation Stations**

Choose four table topics led by members who've innovated, overcome challenges, or learned big lessons. Rotate every 15 minutes to explore strategies, swap stories, and gather ideas you can use right away.

### **2:35p–3:15p – PR That Sells: Building Trust, Value, and Reputation**

Cynthia Thurlow, President, and Cheri Carl, Director Public Relations, 3rd3rd

In today's competitive senior living marketplace, your organization's story is one of its most powerful sales tools. This engaging session explores how public relations strategies can help you establish value, build trust with prospects and families, and strengthen the collective reputation of aging services. Through real-world examples and actionable insights, you'll learn how to align your messaging with the psychology of the sale, respond effectively to challenges, and position your community as the trusted choice. Ideal for sales and marketing professionals looking to amplify impact, protect their brand, and inspire confidence in every interaction.



# Human Resources

**12:45p – 3:15p**

## **The Human Resources Exchange: Practical, Proven Tools & Strategies**

From regulatory compliance to workforce retention and satisfaction, HR professionals face daily challenges in a rapidly changing work environment. Join us to gain new insights, share fresh ideas, and leave with practical tools to equip and inspire your HR team!

### **12:45p–1:20p – Speed Networking**

Enjoy fast-paced introductions designed to spark connections and uncover common ground. Six rounds of thought-provoking questions will help you meet new peers, discover shared challenges, and start the conversation rolling.

### **1:20p–1:30p – Welcome from the HR Professional Network Committee**

### **1:30p–2:30p – Competencies for the HR Professional**

*Neal Martino, Vice President of People, Wesley*

What are the competencies displayed by successful HR professionals which enable high personal and organizational performance? This session explores the technical and behavioral competencies needed by today's HR professionals. Upskill your HR team to deliver in a rapidly changing work environment.

### **2:30p–3:15p – Human Resources Best Practices: Insights from USI Insurance**

*Pete Olson, Vice President, Property & Casualty, USI Insurance Services*

As the aging services field continues to evolve, so do the challenges and opportunities in managing the workforce that supports this critical industry. This session, presented by USI Insurance, will explore key Human Resources topics specific to aging services provider employees, offering valuable insights into effective HR practices and strategies for enhancing employee retention, compliance, and overall workforce satisfaction.

# Let's Stay ENGAGED



Follow for More  
Information

## 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 Legislative Session)
- Activity & Wellness Network
  - AL/MC/IL – 3rd Thursday, 11 am via Zoom + in-person coffee chats
  - SNF – 3rd Thursday, 3 pm via Zoom
- HR Workforce Solutions Council  
3rd Tuesday, 1:30 pm via Zoom

**Bookmark** and check out the LeadingAge Washington calendar of events for information on professional network meetings that will be coming soon!

- Marketing & Sales Network
- Fund Development Network – planning underway
- Infection Control – planning underway
- Facilities – planning underway
- Coming Soon! Executives & Administrators Network

## Save the Date!

2026 LeadingAge WA Annual  
Conference



## Save the Date!

LeadingAge Annual Meeting

