LEADINGAGE VIRGINIA 2022-2025 STRATEGIC PLAN
COMMITMENT TO DIVERSITY, EQUITY, AND INCLUSION

LeadingAge is committed to using open hearts and minds to expand the possibilities of aging. We aim to be a leading advocate for all of Virginia’s aging population. To maintain this status, we promote fair and open access to our services through continuous improvement of our policies and procedures targeted to remove barriers. We join our member communities in the embrace of the diverse perspectives of residents, employees and partners representing all genders, orientations, cultures, races, economic status, and ability. We are steadfast in our pursuit to lead today, challenge ourselves in respectful dialogue, learn from the past and create opportunities to build a bright future for all who meet us.

IN 2027, LEADINGAGE VIRGINIA WILL BE KNOWN FOR:

- **Setting the Standard** for impactful solutions that create value and meet the real-world challenges of our members through advocacy, education, and applied insights
- **Innovative Connections** that leverage our unique standing as a trusted resource to convene and collaborate with thought leaders around emerging and important issues
- **A Bold Vision and Positive Growth** that furthers our mission and expands our impact
STRENGTHEN MEMBER OPERATIONS AND IMPACT THE FUTURE OF AGING SERVICES IN VIRGINIA

Leverage the LeadingAge Opening Doors to Aging Services campaign to understand public views and perceptions of the aging services sector

• Educate lawmakers and regulators on the importance of the continuum of care and services
• Launch social media campaigns raising awareness about the not-for-profit continuum of the aging services sector as a solution for older adults and their families

Strengthen and develop new relationships with state agencies

• Provide input on the State Plan on Aging
• Participate as a thought partner in the planning and execution of the Virginia Governor’s Conference on Aging and the State Dementia Summit
• Continue to advocate for exploring new ways to finance long-term services and supports, to create momentum around attracting and retaining a qualified workforce, and the need to take a systemic look at long-term services and supports rather than the current siloed approach as we continue to struggle with ongoing challenges

CONTINUE TO SUPPORT EFFORTS TO RECRUIT, RETAIN, AND DEVELOP A QUALIFIED WORKFORCE

Cultivate relationships with other not-for-profit organizations and state agencies to increase our pipeline of workers

• Create a path for international workers/immigrants to work in aging services
CONTINUE TO SUPPORT EFFORTS TO RECRUIT, RETAIN, AND DEVELOP A QUALIFIED WORKFORCE (CONT.)

Understand current benefits members offer their staff, the barriers to changing those, and the impact of the benefits cliff on our frontline workforce

- Convene a benefits task force of members and sponsors to examine and propose solutions to current challenges
- Partner with the Federal Reserve Bank and SIR to understand current workforce challenges related to salaries, professional development and benefits cliff, and explore strategies to overcome

Partner with Educational Institutions to attract more workers to our field and create new career pathways

- Expand the Advanced CNA curriculum to all Virginia community colleges and utilize our members as clinical sites for the training
- Launch the Careers that Love You Back campaign with members and neighboring schools to raise the visibility of aging services as a career choice for students
- Develop relationships with historically Black colleges and universities to raise awareness of aging services as a career choice
- Assess the legal, regulatory, and policy implications of implementing Medication Aides in nursing homes and potentially develop curriculum for Aides
- Create a robust resource supporting licensure of nursing home and assisted living administrators, including Preceptors and Administrators in Training, and pursue opportunity to create nursing home administrator exam prep
- Increase participation in our student program while partnering with members and universities to develop a Fellowship in Aging Services program
PLANNED GROWTH TO BUILD CAPACITY AND INCREASE MEMBER VALUE

Pursue grant opportunities to benefit providers and strengthen our strategic objectives
• Continue to apply for and secure CMP grants benefiting nursing home members and nonmembers throughout the state
• Seek alternate grants through the foundation, PositiveAge

Explore collaborative partnerships that increase member value and generate non-dues revenue for the association
• Evaluate Preferred Provider agreements with current and potential business members to generate non-dues revenue and support member service offerings
• Launch a pilot online coaching platform for frontline caregivers and middle managers to offset our in-person offerings and generate revenue (also a workforce initiative)

Launch an online marketplace to expand the reach of our educational offerings and thought leadership materials
• Repackage virtual educational offerings and market to members and nonmembers
• Promote thought leadership materials such as the Middle Market Playbook to a broader market for purchase

Expand provider membership
• Conduct market analysis of West Virginia to consider management agreement
• Create a subscriber membership category for proprietary providers
CREATE HEALTHY ORGANIZATIONS EMBRACING DIVERSITY, CREATING EQUITY & BUILDING CULTURES OF INCLUSION

Understand what services and supports elders of diverse backgrounds, races, ethnicities, and LGBTQ+ are desiring as they grow older
• Complete a successful Richmond Dreaming Home pilot and create a playbook other urban markets can use to generate the same conversations

Ensure LeadingAge Virginia, as an association, lives up to its Statement on Diversity, Equity, and Inclusion
• Conduct an Internal assessment of current LeadingAge Virginia culture, practices, and policies to develop new strategies or refine existing strategies

Support our members’ ongoing diversity, equity, and inclusion work
• Explore the creation of a DEI Certification for Aging Services Organizations
• Develop a Virginia DEI Roadmap for aging services organizations

BUILD GOVERNANCE CAPACITY OF NOT-FOR-PROFIT AGING SERVICES ORGANIZATIONS

Position the Association as a trusted resource for issues related to not-for-profit governance
• Serve as a LeadingAge national Governance Advisory Council member to inform national approaches to board development and resources
• Collaborate on virtual and in-person educational opportunities for not-for-profit aging services boards in Virginia and nationwide
• Consult with organizations nationally on strategic planning, board development and mission/vision/values renovation