

# The 2022 National Emerging Leadership Summit: The Power of Partnerships



Bradford Heap, Mitchell Gordon, Jennifer Johs-Artisensi, PhD, MPH,  
Lindsey Creapeau, EdD, MA, Douglas Olson, PhD, MBA

University of Wisconsin  
Eau Claire



Health Care Administration Program, University of Wisconsin-Eau Claire

## Introduction

- 22 National Emerging Leadership Summit (NELS) participants, chosen through an application process, were invited to attend a three-day summit in Washington, DC.
- Professionals in long-term care (LTC) recognize there is a need to prepare future LTC leaders to work beyond traditional silos of service and adapt to changing consumer demands.
- The Census Bureau projects that by 2030, the U.S. will have a larger population of adults over 65+ years old, than it will have children. In addition, according to the U.S. Bureau of Labor Statistics, "Employment of medical and health services managers is projected to grow 28 percent from 2021 to 2031, much faster than the average for all occupations..." which will help to counteract the staggering number of Baby Boomers turning 65 each day.
- Major sponsors include ACHCA and NAB, along with Leading Age, AHCA/NCAL, Argentum, NIC, LCS, and the University of Wisconsin-Eau Claire.

## Purpose

- The purpose of NELS is to provide young leaders in the profession of LTC the ability to engage in discussions of their current best practices with other leaders. Participants meet with representatives of key professional organizations, gain an inside perspective on the legislative and rulemaking processes, and explore solutions to challenges facing LTC leaders.
- **Strategize:** Through deliberations on action plans, artistic expressions of internal struggles in the workforce, and group collaboration, participants create solutions for challenges facing the LTC profession.
- **Network:** Leaders from across LTC, presented at NELS and conversed with Summit participants, giving them an opportunity to engage in discussions about the current state of LTC services and administration.
- **Innovate:** Participants collaborated on innovative solutions to industry-wide shortcomings, and brainstormed action plans to address these problems. Four strategies were developed (See 2022 Summit Outcomes.)
- **Advocate:** Attendees participated in discussions about regulatory and legislative proceedings within the industry. These discussions were championed by experts in healthcare policy and participants were educated about how to affect real change in their profession.

## Methodology

- 22 participants attended NELS 2022.
- A pre-summit survey assessed participant characteristics and their perspectives on a variety of issues related to the LTC profession.
- Using a focus group-like approach yielded 4 important challenges facing LTC, along with action plans and suggestions of industry partnerships to begin to address these contemporary issues.

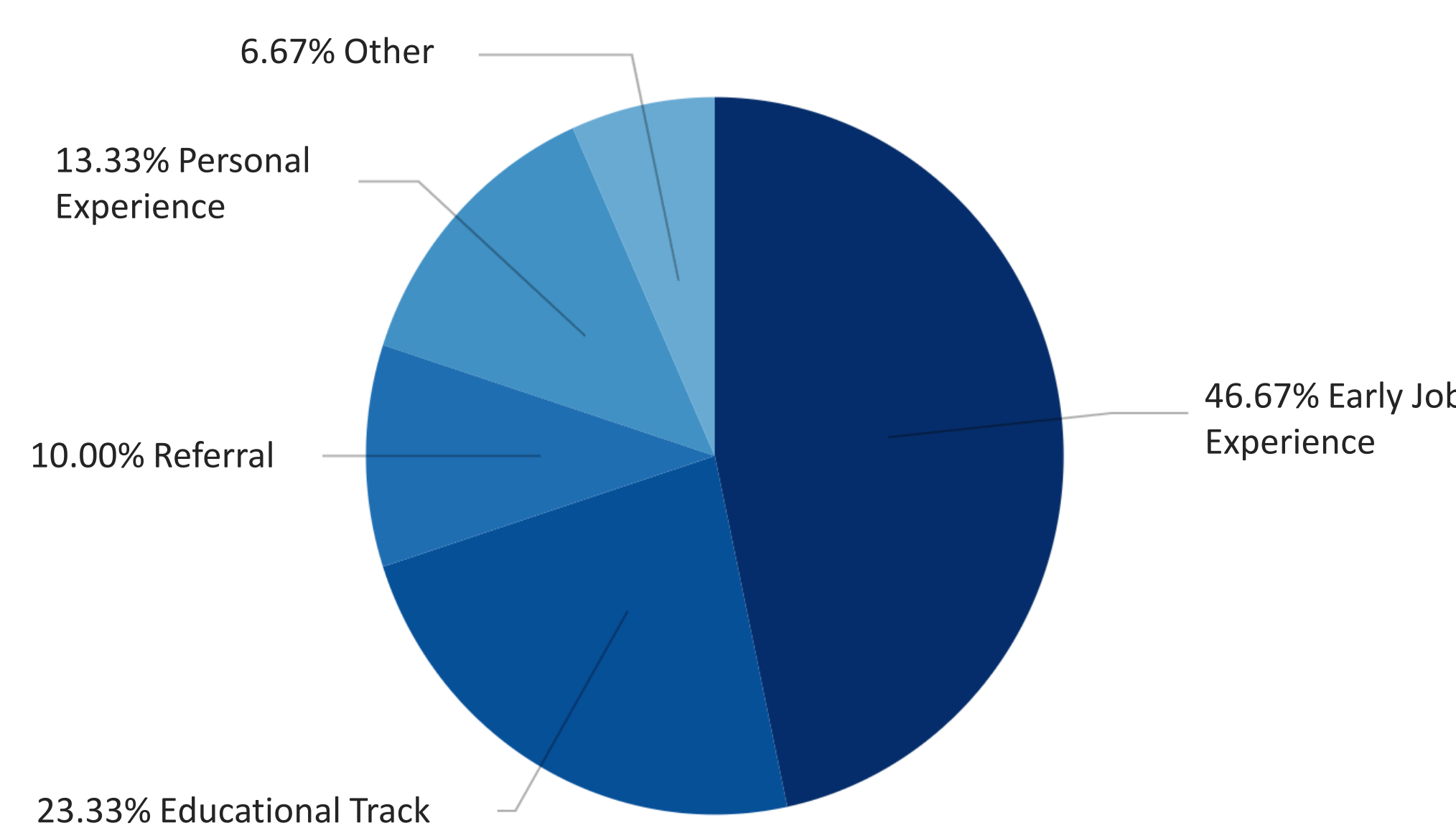
## Results – Participants Characteristics

- 40% of participants have master degrees .
- 68% of participants are married or cohabitating with a partner.
- 41% of attendees have children.
- Diversity was prevalent among attendees' leadership teams, relative to both age (70%) and race (65%).

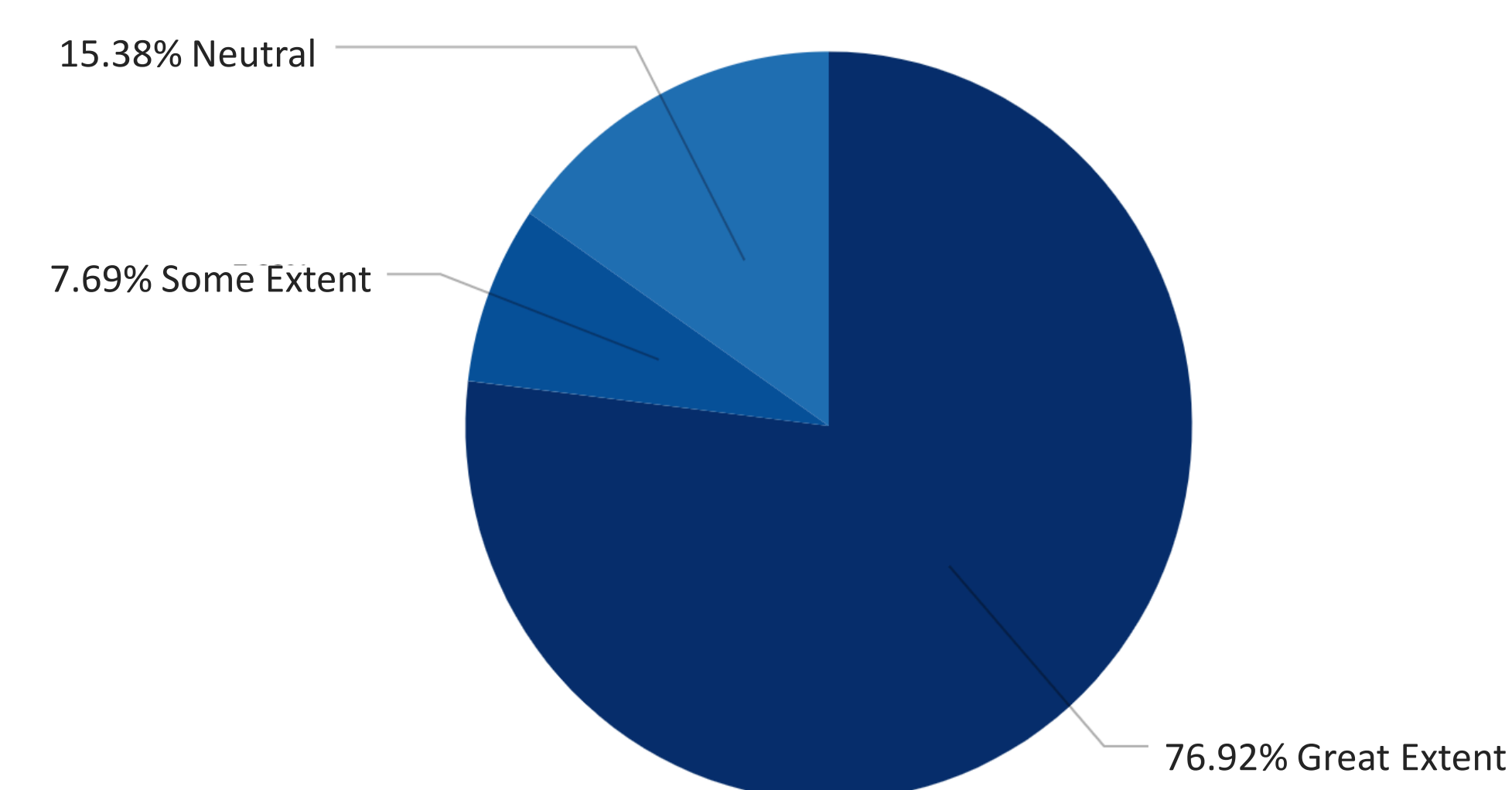
- Attendees work at organizations that collectively provide services such as assisted living, hospice, home care, independent living, skilled nursing care, LTC rehabilitation, and home and community-based services.
- Approximately 71% of attendees are part of an association, including NAB, ACHCA, AHCA/NCAL, LeadingAge, and a variety of state provider associations.
- Attendees report working between 35-65 hours a week, with the majority indicating a 50-55-hour work weeks.

## Results – Participants Perspectives

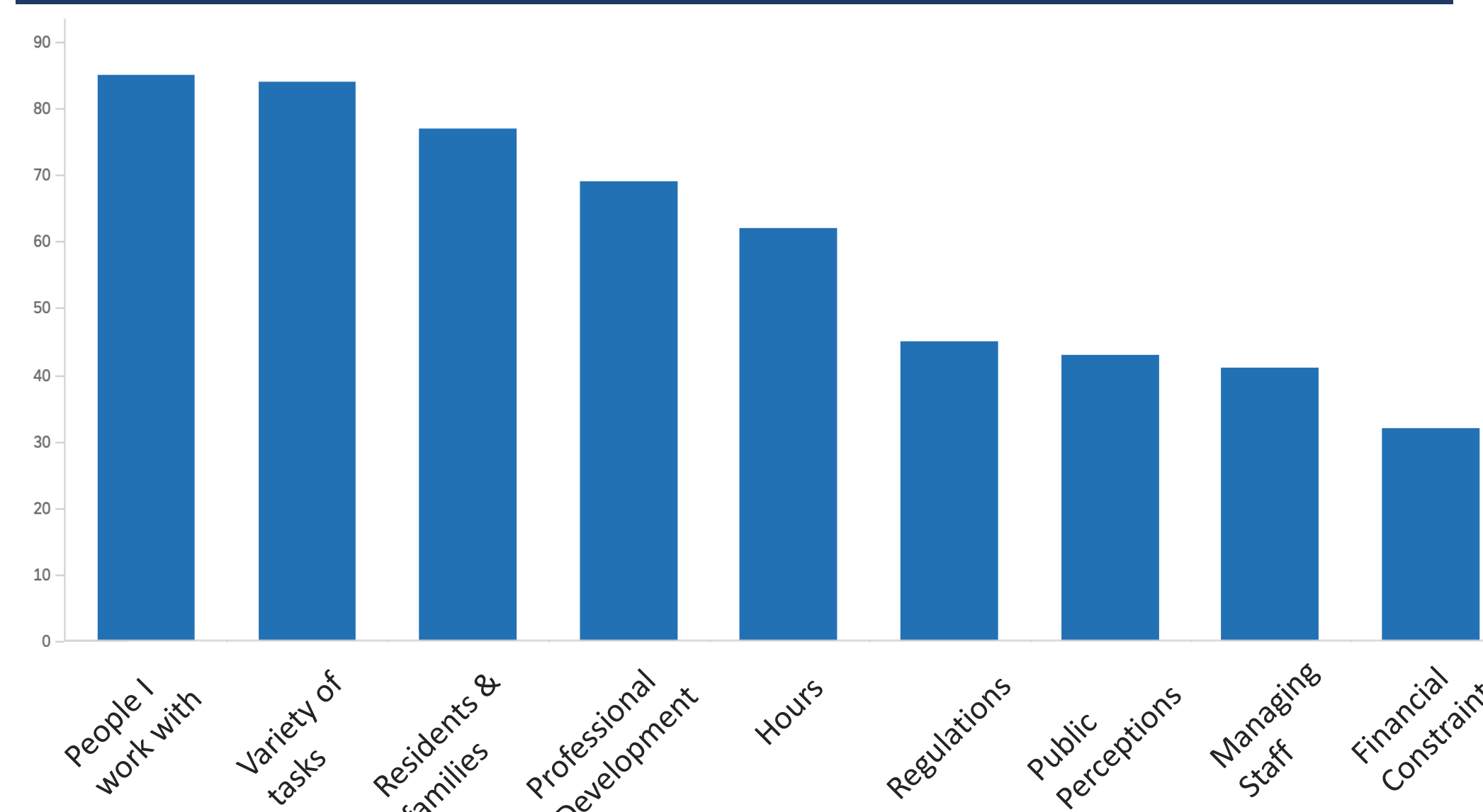
### How did you become involved in the profession of Health and Aging Services?



### To what extent does having a mentor factor into your involvement in the profession?



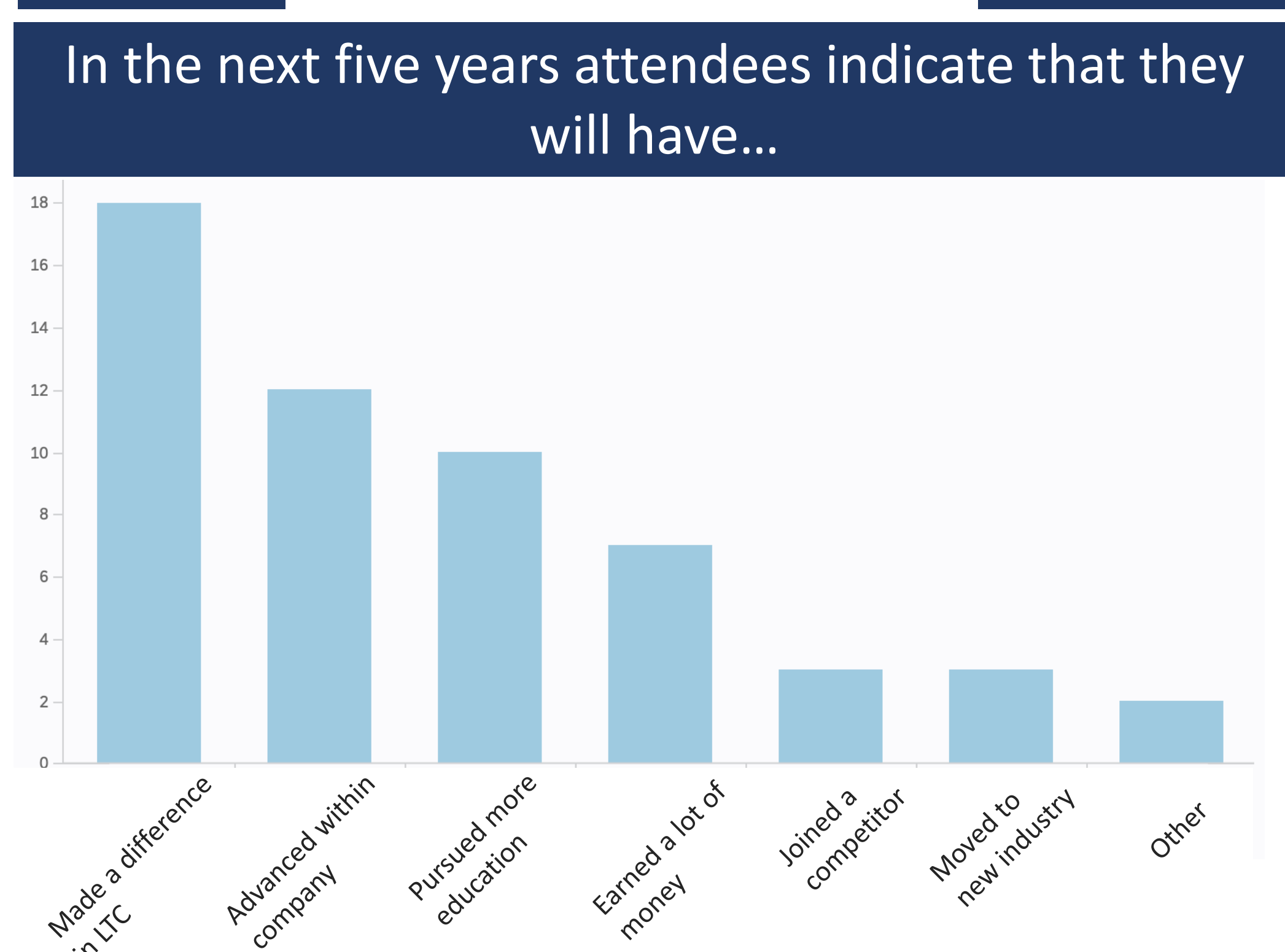
### To what extent do you like the following aspects of your job?



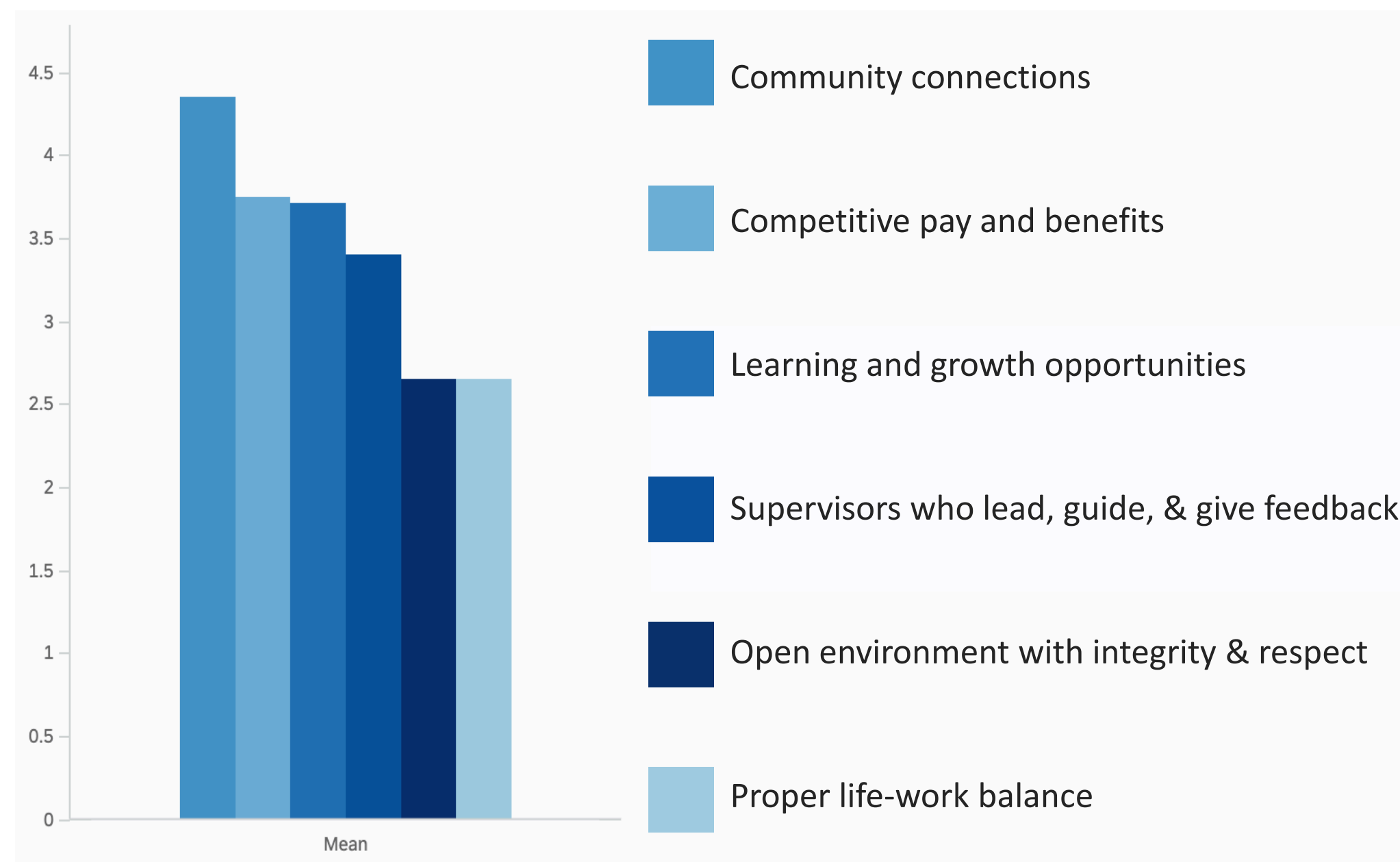
### What are some of the misconceptions you hear about the LTC profession?

- Depressing, dingy, dark, dirty, disgusting, stinky, gross place to work and no one wants to live there
- Where "people go to die"
- Every facility is abusive/negligent/provide poor care
- Patient-Caregiver ratios are unsafe
- Senior service leaders are corrupt and stealing people's money
- Not a rewarding place to work
- Employees don't care and/or lack skill
- Stressful with little reward
- Senior care is seen as "less than" compared to other careers in the profession of healthcare

### In the next five years attendees indicate that they will have...



### Importance of elements in the work environment to attendees...



## 2022 Summit Outcomes

- **Post-Acute Care Leaders of Tomorrow Group:**
  - Recognized the negative stereotypes that come with working in LTC and how this impacts not only the senior population in LTC communities, but also the future demand in leadership workers.
  - Sought to address the negative stigma surrounding LTC work by providing positive exposure to the profession at an early age. Future partnerships between associations such as LeadingAge, ACHCA, AHCA, community colleges, and high schools will allow these students to get the necessary positive exposure.
- **Survey Reform Group:**
  - Recognized that surveying has created a faulty system in regulation in LTC. It was noted that LTC employees are constantly worrying about surveyors finding deficiencies within their facility which is causing surveys to be less effective.
  - The recommendation of streamlining the survey process to decrease the variability in deficiencies was proposed, which includes a partnership with a 3<sup>rd</sup> party company to standardize regulations among facilities.
- **Advancing Technology in Senior Living Group:**
  - Decided to focus on the challenge that the technology within the LTC is not advanced enough to be making significant differences in productivity, efficiency, and improving/maintaining quality output.
  - By connecting with groups on current efforts, using current technology, and using potential funding from sources like ARMPA and CMP funds, we will be one step closer to addressing this challenge.
- **Administrator in Training/Preceptorship Standardization Group:**
  - Focused on the inconsistencies across states in qualification and competency of AITs and preceptors.
  - Training administrators to be qualified early within their careers by adapting NAB's minimum qualification for AITs and preceptors will help alleviate the issues of high turnover and even the poor public image of LTC.
  - The pivotal recommended step that the group recognized was having states mandate the standardization of AIT/Preceptor programs.

## NELS Looking Forward:

- NELS 2023 is on hold (due to personnel transitions), but stakeholders have been exploring NELS 2024 opportunities
- Follow NELS on Facebook and LinkedIn for a forthcoming announcement about NELS' future!

