



2022–2025 LEADINGAGE MASSACHUSETTS **STRATEGIC PLAN**



OUR MISSION

To expand the world of possibilities for aging.

OUR VISION

All older adults live in age friendly communities and are able to receive the services they need, when they need them in the place they call home.

STRATEGIC FOCUS AREAS

STRENGTHENING OUR AGING SERVICES WORKFORCE

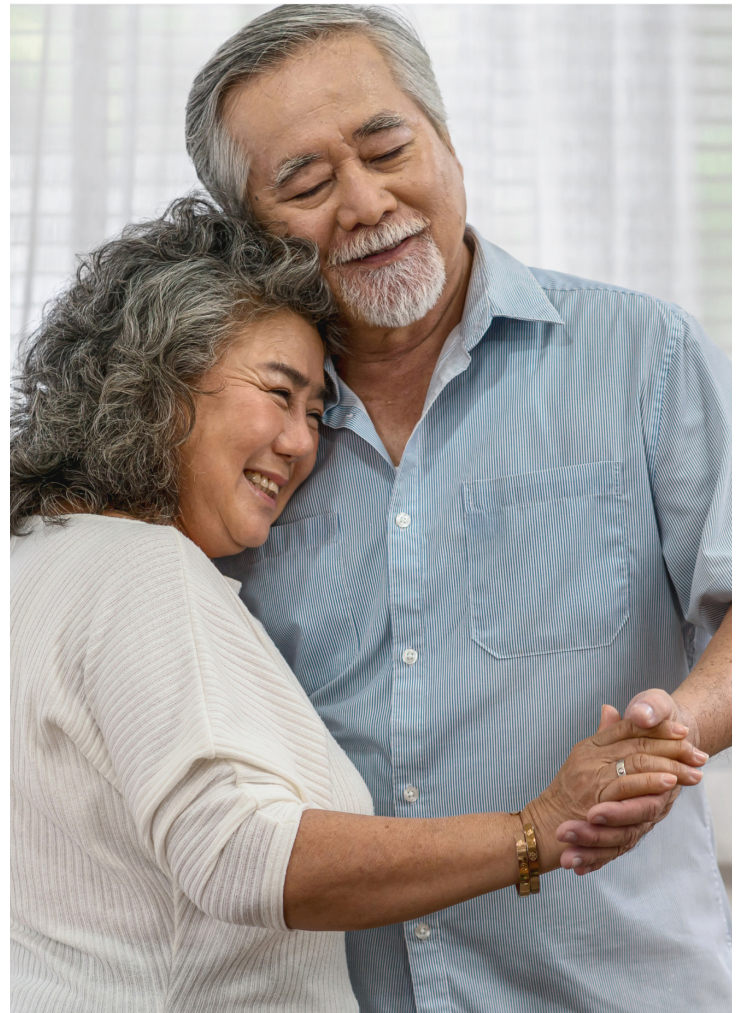
LeadingAge MA will develop strategies aimed at helping organizations to attract, retain and develop the workforce that is essential to meeting the needs of our growing and diverse older adult population. Our work will include short term approaches aimed at supporting organizations to manage through the current acute workforce crisis, in addition to actions aimed at building the aging services workforce pipeline for the future. We will continue to support employee engagement and growth and development strategies aimed at greater staff retention, knowing that a strong and stable workforce improves the aging experience for the older adults that our members serve. We will support our members in advancing diversity, equity and inclusion among their workforce at all levels.

BY YEAR THREE...

- At least 50% of LeadingAge MA member organizations will have formally committed to creating diverse, equitable and inclusive work environments where all employees can thrive.
- LeadingAge MA will have relationships with external workforce partners that have catchment areas in each geographic region of the state. LeadingAge MA will achieve year over year growth in the number of members accessing resources and supports as a result of these partnerships.
- LeadingAge MA will have developed a robust network of HR Professionals from at least 30 member organizations across the continuum of provider types.
- Overall, LeadingAge MA members will report high levels of utilization and satisfaction with resources made available by the Association to support workforce enhancement efforts.
- LeadingAge MA will have a growing body of student members who are accessing information and networking opportunities through their connection with the Association.

TO REACH THESE GOALS LEADINGAGE MA WILL...

- Ensure that all strategies to strengthen our workforce are viewed through a lens of diversity, equity and inclusion.
- Facilitate the development of partnerships with academic institutions and other workforce development partners to expand the pipeline of workers for aging services.
- Provide members with education, tools and resources aimed at advancing diversity, equity and inclusion within their workforce, and at all levels of leadership within their organizations.
- Promote best practices through shared learning relative to employee engagement and retention.
- Seek out and promote innovative technological solutions to the workforce challenges faced by members.
- Develop an advocacy agenda aimed at addressing critical workforce shortages and long-term pipeline needs.



STRATEGIC FOCUS AREAS

RESETTING THE PUBLIC NARRATIVE ON AGING SERVICES

LeadingAge MA will work to proactively increase awareness and understanding of the value of aging services in enhancing the lives of older adults and of those who work in the field. We will promote strategies to drive essential change in the public perception of the field, which was significantly impacted by negative media coverage during the COVID-19 crisis. Our work will highlight the fact that aging services organizations are communities where older adults and those who care for them can come to thrive.

BY YEAR THREE...

- At least 40 member organizations will be working jointly with LeadingAge MA on an annual PR initiative aimed at raising positive awareness of our field.
- At least 50% of LeadingAge MA members will report using materials from the Opening Doors Initiative in their organizations.
- At least 75% of members will report overall satisfaction with how LeadingAge MA is working to reset the public narrative on the field of aging services.

TO REACH THESE GOALS LEADINGAGE MA WILL...

- Create an annual PR initiative with the goal of highlighting aging services organizations as places where older adults and those who serve them come to thrive.
- Utilize and promote resources and tools developed as part of LeadingAge's Opening Doors Campaign.
- Help members to understand why resetting the public narrative around aging services is critical for the future success of our field.
- Create opportunities to engage and feature residents and consumers, as well as professional caregivers.
- Offer educational, networking, and shared learning opportunities aimed at creating momentum among members to work together to create crucial change in public perception.

BETTER SUPPORTING OUR CONSUMERS

LeadingAge MA will have a prominent role in understanding and raising awareness of the expectations, needs and preferences of current and future consumers, with the goal of helping LeadingAge MA members to better serve older adults in their communities. Our work will build upon lessons learned from the experience of older adults during the pandemic, aiming to enhance the experience of future consumers. We will advance strategies that help members to create communities that are inclusive and welcoming of individuals with diverse backgrounds and experiences.

BY YEAR THREE...

- At least 50% of LeadingAge MA member organizations will have formally committed to creating diverse, equitable and inclusive communities where all older adults can thrive.
- LeadingAge MA will have achieved year over year growth in member meetings where members share best practices for meeting the needs and desires of residents and clients.
- At least 75% of members will report overall satisfaction with how LeadingAge MA is helping them to better meet the needs of their residents and clients.

TO REACH THESE GOALS LEADINGAGE MA WILL...

- Provide members with information, tools and resources that will help them to create diverse, equitable and inclusive communities where older adults can thrive.
- Work closely with resident Associations and advocates to better understand the current needs and desires of older adults.
- Create opportunities for collaboration and shared learning to promote innovative practices and care models.
- Advocate for the resources and support that members need to provide high quality care to older adults at all levels of need.
- Support members in informing, understanding, and accessing technological solutions to the challenges facing their residents and clients.

OUR STRATEGIC PLAN

In 2018, the LeadingAge Massachusetts Board of Trustees developed a strategic plan which focused on pivotal issues and opportunities that would greatly impact the future of aging services. During the first phase of implementing this exciting and proactive plan, the world as we all knew it was disrupted by the COVID-19 pandemic. With the pandemic disproportionately impacting the population served by LeadingAge MA member communities, the Association quickly pivoted. All energies and resources were directed towards supporting members' ability to navigate and manage through the pandemic, while activities aimed at creating a brighter and more desirable future for the field of aging services had to be placed on hold.

In the summer of 2022 the Board agreed that, while the Association must continue its support of members in navigating the ongoing pandemic whenever needed, it is critical to refocus activities to ensure the long-term health and success of member organizations and our aging services system. It was determined that the strategic focus areas identified by the Board in 2018 are still extremely relevant and necessary to prioritize. However, it is undeniable that priorities and perspectives have been shaped by the experience of the pandemic and the current sociopolitical landscape. Our updated strategic plan prioritizes our activities with these realities in mind, while maintaining a deep commitment to the ideals of our Association.

WHO WE ARE

LeadingAge Massachusetts is an association dedicated to supporting the work of not-for-profit aging service providers. Our members are collaborative, respected, forward thinking organizations focused on meeting the needs of older adults. Together with our National partner LeadingAge, we provide tools, resources, and knowledge to help our members tackle their day-to-day challenges, while empowering them to think strategically about the future. We serve the full spectrum of aging services providers in the state, championing the mission driven organizations that are the backbone of their communities.

We are the trusted and influential voice in the field of aging services.



OUR IDEALS

- **Quality & Innovation:** We are committed to the provision of quality care and services. Our work reflects promising practices, and we seek to advance innovation.
- **Integrity & Transparency:** Our members are mission-driven organizations who strive for accountability to their workforce, their communities and the people they serve.
- **Shared Learning & Fellowship:** We are a cross-continuum community of providers. Our collective power is made greater through sharing, learning, and collaboration.
- **Inclusion, Diversity & Equity:** We are steadfast in our efforts to build an equitable and inclusive aging services community, in which the staff, leadership, and people served reflect the rich diversity of the U.S., and opportunities exist for all to thrive.
- **Compassion & Community:** We believe that aging services should be person-centered and rooted in community. Our work is guided by compassion and respect.

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