



2022
REPORT



SIGNATURE PROGRAM INITIATIVE

Letter from Novare’s Chair

Founded in 2012, Novare was established to meet the desire of high quality, single site and small system Life Plan Community providers to innovate, collaborate, to lead the industry. I am proud of our ongoing efforts to support older adults, including idea-sharing and innovative programs highlighted in the 2022 Novare Signature Program Report. Learn more about Novare through our website, Novare.org.

In this special report, several Novare organizations highlight programs that support "creative aging", going beyond arts and crafts to weave creativity into the fabric of our communities. These programs positively impact holistic wellness and community connection, inviting residents and staff to embrace the arts as a vehicle of culture and engagement. Additionally, Members have included programs that impact the lives of residents and staff, including wellness assessments, career ladders, and recruitment.

Welcome to the 2022 Novare Signature Program report, which "paints" a picture of the importance of community and engagement.

Mary Leary
CEO and President, Mather
Chair, Novare



Table of Contents

Resident Engagement

Honor in the Now: Acting Our Age, Aldersgate*	3
Frasier:Arts, Frasier*	5
The Art of Healthy-licious Cooking Contest, Kāhala Nui*	7
Passport Program, Mather*	9
STAR Referral Program, Montereau	11
Wellness Assessment Program, Moorings Park	12
Art Gallery Feature Contests, Vicar’s Landing*	14

Staff Development

Nursing Career Ladder, ClarkLindsey	15
Senior Living Career Reach, Masonic Homes Kentucky	17

* Programs focused on creative arts.

Honor In The Now: Acting Our Age

Aldersgate in Charlotte, NC

Honor In The Now: “Acting Our Age” was designed by Aldersgate residents in an effort to build relationships and strengthen ties by capturing significant events in resident lives through interviews, group conversations, and at-home writing prompts. This initiative allowed residents to share stories and embrace others with similar life experiences that shaped their diverse thought processes and beliefs. Resident stories include their childhood – where they lived and with whom, and how education, marriage, war, career, and family shaped their lives over the course of a century. “Acting Our Age honors the lives of vibrant and dynamic people in the moment without the impact of ageism.”

Once stories were compiled, a local theater producer developed a production that weaved stories together through a storytelling “group monologue” with photos related to their story displayed on a screen behind them. Live events began in June 2019 with more than 1,000 in attendance, sharing in the laughter, tears, and celebrations of residents. The experience allowed the audience to view the storyteller as they were at the time of their life without regard to their current situation.



How was the signature program implemented?

- Life Enrichment team was responsible for recruitment, scheduling, coordinating equipment and supply needs, and encouraging participants
- Residents participated in meetings and writing prompts for 1 year, followed by 6 months of rehearsals
- Marketing supported promotion and sponsorships to defray the costs
- Additionally, transportation, social services, and culinary were utilized
- Resources for implementation:
 - Human: residents to participate and commit to a yearlong process, and staff to organize and support the effort.
 - Financial: salary for two program facilitators, a stage production crew, the venue, promotion and marketing totaled nearly \$90,000 from ideation to culmination over the course of 18-months

How did you measure success?

- Selling 1,000 tickets for the initial program
- Audience comments:
 - "I am convinced that the thing that lifts the whole performance to the high level it achieved was that each person revealed something about themselves that was quite unexpected. Here you had all these different lenses on basically the same eras and culture, and then, like popcorn, these little explosions of surprise go off, one by one, adding great depth and meaning to the fabric of the entire piece."
 - "Thank you for demonstrating the vibrant and creative lives of these elders. Their stories were funny, poignant and humbling. Grateful to have seen it in person. A masterpiece."
- Fractured families reconnecting through the power of story. For instance, a grandfather and grandson who could not see eye-to-eye were able to reconnect over a shared experience, making them more accepting of each other.

What advice or lessons learned could you share with others about developing, implementing, and/or sustaining your signature program?

- The program is scalable and a stage presentation in a local theater is not required. It can take place onsite and still be impactful.
- Bring on a professional facilitator or staff person with the skillset to facilitate so that all voices are heard, not just the loudest in the room. This allows the final presentation to be reflective of all experiences, not just those who have a talent for storytelling.
- Don't be discouraged when the size of the group drops when people realize the time of the commitment. We have found that 7-10 participants is most manageable.
- Communicate the significance of the work to families and encourage their participation in the presentation. Many families shared that it was a "gift" to attend.

Has this program been replicated in other organizations? Have there been any efforts to replicate this signature program thus far that you know of? Please describe your vision as to how this program could be replicated.

The program has not yet been replicated. In the third year of conducting the program, Aldersgate will create a documentary to shed light on "behind the scenes" components that could help others recreate Acting Our Age.



Frasier:Arts

Frasier in Boulder, CO

Frasier:Arts is a multi-faceted program reflecting residents' interest in art and art-related programs, creating a culturally rich community. It was established to address the creation of "The Frasier Collection", a sophisticated and formalized presentation of decorative art, as well as art exhibitions and programs displayed in galleries within the community.

In 1996, Frasier residents formed the Public Areas Committee (PAC), which accepted donations of art from residents as they downsized. Quality donated art that was accepted included original framed work, limited edition prints, collectible Native art, rugs and pottery, as well as sculpture. Community management maintains authority over the entry and more public-facing areas.



As Frasier underwent extensive physical campus improvements, Frasier reached out to a small, local art museum: the Boulder Museum of Contemporary Art (BMoCA). Frasier:Art reflects a multi-layer affiliation between Frasier and BMoCA, including:

- Exhibits in the gallery area around The Canyons Center, Frasier's new auditorium, including formal art opening receptions, and presentations by the artist
- Expanded creative arts programs beyond physical space, such as workshops led by museum staff
- Support in curating donated art in new residential hallways, including educating the PAC what to look for when selecting a collection of works with commonality, resulting in "The Frasier Collection", professionally curated hallway art displays

How did you implement this signature program?

An important piece of Frasier:Art is the enthusiasm of new residents. Residents donated art and brought opinions, energy, and ideas. The PAC connected with the BMoCA representative, requested her curating services, and expanded the program to include design of residential hallways.

Financial support for the contract with BMoCA has been challenging. The current fundraising calendar has not yet included an arts-specific appeal. We have pursued grant opportunities, both local and national, but have not yet found any major funders.

How do you know that your signature program is successful?



- Focus groups were conducted in 2018, soliciting input on projects/topics that might be popular for funding, as well as a campus art wish list. Some elements of this feedback are addressed by Frasier:Art.
- BMoCA advertises Frasier exhibits on their website, recognizing BMoCA at Frasier and highlighting exhibits and events
- Residents enjoy the gallery exhibits and opportunities to collaborate with BMoCA
- An event for wait list residents was hosted at BMoCA, with more than 100 attending

What advice or lessons learned could you share with others about developing, implementing, and/or sustaining your signature program?

We found that local arts nonprofits are eager to establish partnerships. It is important to confirm early on that outside organizations may not solicit residents. Certainly, some residents may already be donors or may become donors due to the program, however, active solicitation during programs is not permitted.

Begin fundraising early. Residents love the idea of having a sophisticated art program in the community, but once the program is fully up and running, it is challenging to retroactively raise funds to support it. Jointly applying for grant opportunities at arts-focused foundations may also be successful.

Partnering with a local institution is great for building community both within the Life Plan Community and the larger area. Reflecting the local culture, history, and institution's reputation helps to build a strong, special relationship.

The Art of Healthy-licious Cooking Contest

Kāhala Nui in Honolulu, HI

Kāhala Nui has partnered with the University of Hawai'i Kapi'olani Community College (KCC) Culinary Arts Department to develop the Art of Healthy-licious Cooking Contest, which promotes healthy eating for seniors. In this annual cooking contest, which began in 2011, student chefs are challenged to create a unique, healthy, and delicious dish for older adults using a pre-selected main ingredient that is fun and easy to prepare.



How did you implement this signature program?

Each year, the KCC Culinary Arts Department, Becker Communications, and Kāhala Nui select a healthy main ingredient for the contest. The main ingredient is usually sourced from a local vendor. Previous main ingredients have included tofu, watercress, rice, and mushrooms.

Students interested in competing in the contest then submit an essay explaining why they wish to participate. The KCC Culinary Arts Department chooses and organizes four teams of two student chefs for the cooking event. The teams then demonstrate how to produce the meal and present their dishes before a panel of judges and an audience of about 100 attendees. Teams have a shot at winning two \$1,000 scholarships for the overall prize, as well as two \$500 scholarships for the Peoples' Choice winner, both awarded by Kāhala Nui, with other participants receiving a small gift.

The event is sponsored by Kāhala Nui's Social Accountability Program and is coordinated by a team made up of staff from the KCC Culinary Arts Department, Becker Communications, and Kāhala Nui. Residents, student chefs and guests alike look forward to this annual event. In addition, a cookbook is produced for KCC, the student chefs, Residents, and guests. Kāhala Nui was also able to hire a few of the student chefs for our own kitchen staff.

We plan to continue our partnership with the KCC Culinary Arts Department for years to come and are looking to expand the program to other departments.

How do you know that your signature program is successful?

The program is successful because it:

- Promotes healthy, delicious dishes for residents and seniors to enjoy
- Supports student chefs in creating menu items that are healthy
- Educates student chefs on career opportunities in senior living

What advice or lessons learned could you share with others about developing, implementing, and/or sustaining your signature program?

Seek partnership opportunities with local colleges and universities. A large part of our success is having 2-3 faculty “champions” who see the program’s potential and promote it within the student body. It is a win-win for both student chefs and senior residents.



Passport Program

The Mather in Evanston, IL, Mather Place in Wilmette, IL, and Splendido in Tucson, AZ

Travel can be an important part of wellbeing - inviting us to experience sights, sounds, and flavors of an inspiring destination while fostering a spirit of adventure. In 2021, Mather introduced the Passport Program, which brings travel experience to residents through collaboration between culinary, engagement, fitness, and creative arts teams, and high-quality external partners.

The Passport Program provided opportunities for residents across the continuum to “travel” for one week of a month, with destinations including Italy, Ireland, Japan, Mexico, France, Greece, England, Germany, and even outer space! Itineraries highlighted a global destination through culinary specialties, musical performances, fitness challenges, creative arts workshops, and virtual cultural experiences.

Programs included a variety of unique experiences, such as the history of chocolate, Renaissance artists, and painting the Mona Lisa; cherry blossoms, a sake pairing with Vivaldi’s Four Seasons by the National Philharmonic, exploring the beauty of repair through “kinsugi” gold-mending workshops; and an “out of this world” menu and musical performance, scientific lecture, and performance of “music in space” by the National Philharmonic.

Access to global cuisine, arts, and culture support older adults’ connection to the world. Additionally, this initiative has positively impacted employee practices by building avenues for increased collaboration between departments within each community and across the organization. The initiative was designed to encourage feelings of “affiliation” through a shared community experience, foster resident “autonomy” in participating either from the comfort of their own home or in group settings, and support “achievement” by encouraging residents to learn new things (these three “As” are pillars of Mather’s person-centric wellness model, called ContinuWell). In working with high-quality cultural partners to design inspiring and stimulating virtual and in-person programs, workshops, and performances, Mather invited residents to continue engaging in lifelong learning opportunities.



Although Mather has long been dedicated to advancing opportunities for Creative Aging within our communities, we had not previously connected creative arts programs with cultural events, menus designed by culinary, guest lectures, or fitness challenges. The collaborative approach to creating experiences for residents represents a new approach to engagement.

How did you implement this signature program?

The pandemic created an opportunity for us to seek new ways of collaborating, working together on goals, and coming up with out-of-the-box ideas, enabling employees to work together to engage residents in new ways. While the menu concepts and special virtual programs were provided at all communities, each community had autonomy to create on-site experiences. Fitness team members set walking challenges, art therapists offered special workshops, and engagement team members identified performers, dancers, or lecturers. Care venue employees adapted offerings for residents with cognitive or physical needs.

This approach to design was successful because Mather pooled resources across the three communities to recruit high-quality presenters, such as National Philharmonic musicians and NASA scientists, and utilized the creativity of staff to build itineraries.

What advice or lessons learned could you share with others about developing, implementing, and/or sustaining your signature program?

One key lesson learned is that it is challenging to sustain this level of collaboration over an entire year! It has been essential to provide autonomy in interpreting the monthly destination, while also providing the structured program, menu, and implementation ideas.

Replicating this program consists of:

- Cultivating collaboration and communication between departments
- Selecting themes (travel destinations, for example)
- Identifying quality arts and culture partners as guest speakers or performers
- Utilizing technology (in-house streaming, Zoom, etc.) to share programming
- Identifying unique employee and resident skills and interests to accompany the virtual program (for example, resident-led dance workshops, travelogues by residents on specific locations, art workshops utilizing a regional art material or process, etc.)
- Pairing selected programming with special menus
- Engaging in successful promotion of the week-long event through flyers and posters



STAR Referral Program

Montereau in Tulsa, OK

The Sales Team Alliance with Residents (STAR) is a branded resident referral program that has played a key part of the success of marketing efforts since 2004. The program is designed to engage and reward residents for supporting the marketing team.

The STAR program offers the resident and referral financial rewards and participation points to win prizes at an annual resident gala. Residents receive points for participating in the program, which are tracked by Montereau's marketing coordinator and are reflected on quarterly statements, similar to a credit card point system.

How did you implement this signature program?


The program launched with a resident information session, sharing program goals and the point system. The information session takes place annually and during both new resident orientation and a "Freshman Class Dinner" with the CEO. STAR is tied to several entertainment-themed events designed to give referrals a sampling of Montereau's lifestyle. The program is one of the lowest cost per lead resources.

How do you know that your signature program is successful?

The annual sales numbers attributed to this program have been as high as 50% of our total depositors, and we get a substantial amount of positive feedback from residents and their guests regarding how this program has been influential in their decision-making process.

What advice or lessons learned could you share with others about developing, implementing, and/or sustaining your signature program?

The success of the program is related to how diligent your organization is in promoting and the points system. Keep it fun, simple, and top of mind with residents. We also have a referral program for employees based on the same theme.



Thank you for being a Montereau S.T.A.R.!

Resident Name: _____ Apartment/Garden Home: _____

Possible Points	S.T.A.R. Points	Points Earned	Total Points
5	New Lead Submits		
1	Re-submitted Leads		
15	Co-Host Event w/Mktg.		
5	Event Assistance		
5	Host guest		
5	Show guest apt/garden home		
10	Attend STAR Event		
20	Referral makes a PWL Deposit		
25	Referral makes a 10% Deposit		
25	New depositor moves in		
TOTAL POINTS		EARNED	

Wellness Assessment Program

Moorings Park in Naples, FL

The Moorings Park Annual Wellness Assessment Program was developed with the goal of standardizing health assessments that can stratify residents based on their risk of functional decline. The program is a collaborative effort between the wellness department and the on-site Concierge Physician's Clinic. The results of this assessment are used to provide our residents with an individualized action plan to help them stay healthy, active, and independent.

From an administrative perspective, this assessment could be used as documentation of physical, emotional, and cognitive decline, and may assist with avoiding acute episodes of care.



There is currently no standardized assessment that can be used as a measurement of current health and as a predictor of what an older adult might experience in the upcoming years. Longitudinal data gathered with this assessment will help identify those at risk of losing independence and enable us to develop a custom intervention that utilizes data to guide program initiatives.

The Annual Wellness Assessment Program was developed following an analysis of the current protocol used for accepting new residents into Moorings Park by a Johns Hopkins Fellow. The Montreal Cognitive Assessment and The Physical Frailty Phenotype were selected as replacements due to their validity in predicting adverse health outcomes. Additionally, the new annual assessment includes a self-scored Geriatric Depression Scale, and a Wellness Score Index, developed in conjunction with Mather Institute. The data points captured with these assessments may provide risk stratification for the resident.

How did you implement this signature program?

- Conducted a review of the current protocol for accepting new residents, completed by a Johns Hopkins fellow
- Review of current assessment practices and recommendations by a task force to ensure tools are nationally standardized and meet Moorings Park's criteria
- Developed the following:
 - A new Moorings Park Assessment Protocol (MAP) new resident acceptance exam

- A Moorings Park Annual Assessment Protocol (MPAAP) for existing residents who utilize the on-site Concierge Physician Clinic
- Announced the MAP and MPAAP through town hall meetings, newsletters, and educational programs
- The MPAAP is rolled out to existing residents through:
 - Wellness department connects with residents one month prior to their annual physical to schedule an assessment
 - After the assessment is completed, the Wellness team member completes a Wellness Assessment Review sheet and may recommend services that would benefit the resident
 - At the resident's annual physical, their physician will share recommendations as appropriate and will follow up with the Wellness team regarding next steps
 - Quarterly, the Wellness team will connect with residents to monitor goal progress

How do you know that your signature program is successful?

The Wellness Program is still in its infancy, having been initiated in 2021. As repeat data is collected, we anticipate that Moorings Park residents will experience a slower decline and greater independence than other Life Plan Communities without a similar program.

Early observable trends and available data indicate the collaboration between the Wellness Department and the physician's clinic has had a positive influence on program participation as it relates to improving wellbeing.

What advice or lessons learned could you share with others about developing, implementing, and/or sustaining your signature program?

Periodic review of your current services, such as wellness, is necessary to ensure all programs being offered are in line with the needs of the residents and best practices are being upheld. The roadmap to successful aging is not a defined path. Consistent and transparent dialogue among all parties involved in the initiative will ensure longevity of the program.

Has this program been replicated in other organizations? Have there been any efforts to replicate this signature program thus far that you know of? Please describe your vision as to how this program could be replicated.

This initiative has not been replicated outside of the Moorings Park organization. As we polish and perfect the Annual Wellness Assessment process, there may be opportunities for replication.



Art Gallery Feature Contests

Vicar's Landing in Ponte Vedra Beach, FL

The Vicar's Landing art gallery features exhibits that enable residents to participate and interact in creative, engaging ways with their neighbors and the larger community. Exhibits help to improve resident cognitive function and memory while supporting self-esteem and confidence.

The art gallery is located centrally on campus and was remodeled to include carpeted panels that make artwork easier for residents to hang and allow for better viewing. A committee of residents plans art exhibits in collaboration with the activities department. Exhibits have included resident artwork as well as “feature contests”, which encourage greater resident interaction through challenges and activities. Contests encourage residents to connect among themselves and explore the campus, with prizes distributed at a reception to correct guesses.



Some examples of art gallery contests have included:

- **Scavenger Hunt** – 28 large photos of objects that can be found on campus, indoors or outdoors. Residents are given sheets with smaller photos of each object and are asked to list objects they can locate.
- **Name that Dog** – A resident artist took photos of residents' dogs and printed them on canvas. Residents were then given sheets and they were asked to identify which dog belonged to which resident. This contest involved physical as well as mental stimulation, encouraging residents to walk around campus and visit with dog owners to ask them their names. To add to the fun, when the exhibit ended, a reception was held outdoor for both residents and dogs.
- **Chinese scrolls** – Resident art with informational signs discussing various Chinese New Year customs. Residents were given sheets on Chinese animals that represented their birth year and residents shared if they identify with the animal described for their birth year.

Art gallery feature contests are popular and well-received, with an average of 100-150 participants per exhibit. The contests are popular with residents across the continuum of care, helping to break down silos and build connections between all residents.

Nursing Career Ladder

ClarkLindsey in Urbana, IL

Staffing shortages are not new to Life Plan Communities, and challenges have only been exacerbated by the Covid-19 pandemic, which created high turnover rates and a lack of qualified employees. In response to this challenge, ClarkLindsey developed an innovative Nursing Career Ladder program that professionalizes the workforce in 3 key ways: adequate pay, adequate training, and career advancement opportunities. Since the program's inception, it has been a work in progress and a learning process. The Nursing Career Ladder program is currently on hold.

The Nursing Career Ladder program has 14 positions across various levels of nursing, including CNAs, LPNs, and RNs. CNAs have the opportunity to advance their careers, becoming:

- Peer Mentors
- CNA Preceptors
- Skills Trainers
- Admissions Specialists
- Comfort Specialists
- Quality & Safety Specialists
- Team Leads

Each opportunity requires training to learn role specifics and prepare CNAs for new responsibilities. CNAs who take advantage of this opportunity receive an hourly wage increase. The Nursing Career Ladder has empowered CNAs to earn a higher wage, grow their knowledge based on interests, and the chance to advance their career in meaningful ways.

LPNs and RNs have the opportunity through the Nursing Career Ladder, becoming:

- Mentors
- LPN/RN Preceptors
- Skills Trainers
- Infection Prevention Specialists
- MDS/Care Plan Specialists
- Restorative Care Specialists
- Wound Care Specialists

Each of these roles are earned through hours of additional training that prepare nurses for their new responsibilities in these exciting roles. Similarly, LPNs and RNs are given increased pay per hour for these roles, commensurate with their increased skills, training, and responsibilities.

How was the signature program implemented?

Actualizing and implementing this program was a cross-functional effort led by the VP of Innovation and Strategy, the Nursing Team Member Liaison, and Education Coordinator. For each of the career ladder positions, discussions took place to discuss the participant's vision, goal, and responsibilities. Additionally, time and dedication were put into crafting four trainings, each 3-hours in length, for the new CNA responsibilities. Many RN/LPN positions utilized existing training materials at an additional fee.

Although the creation of this program does come at a financial and labor cost, the benefits have outweighed the expenses. The 2021 LeadingAge Policy Action Forum has reviewed numerous studies to conclude that raising care wage reduces staffing shortages and turnover and increases productivity. In other words, it more than pays for itself.

How did you measure success?

The Nursing Career Ladder has increased staff morale and provides staff the opportunity to pursue a career path of interest to them, providing a greater sense of independence and greater career fulfillment.

"I think [the career ladder] is such a good idea! I love to have more responsibility and be able to further my career."

- ClarkLindsey CNA, Career Ladder Participant

Overall, our signature Nursing Career Ladder program has flourished from a simple idea to a program with 14 roles available across various nursing levels. By providing training, pay, and opportunities for advancement, ClarkLindsey hopes to reduce staff turnover, reduce staffing shortages, and provide meaningful development opportunities for our employees.

Senior Living Career Reach

Masonic Homes Kentucky in Louisville, KY

The senior living industry is not highlighted as a career option in most high schools and colleges, and Masonic is taking steps to change that in Kentucky. Masonic is one of the first businesses to join the Academies of Louisville (Academy), a program sponsored by the largest school system in Kentucky, Jefferson County Public Schools. Through this program, Masonic has direct access to high school students who are enrolled in career pathways including nursing, hospitality, and IT. Academy allows Masonic to engage with students to showcase various career opportunities provided in senior living.

To highlight opportunities, Masonic provides students with community tours, hands-on experiences including apprenticeship opportunities for CNAs, interaction with employees and residents, classroom support, and resources to overcome common barriers to a successful career, such as access to transportation, supplies, and work apparel. The Academy provides an increased talent pipeline for businesses, and improved preparation for college, careers, and life for students.

The Academy model is based on the framework of Ford Next Generation Learning, which enables communities to create and execute a sustainable, long-term plan for evolving education. Academy is made possible through strategic business and community partnerships, like Masonic, which facilitate the real-world experiences that are crucial to for students.

How did you implement this signature program?

Masonic worked specifically with a local high school to participate in activities with students and school administration in an effort to increase visibility as an employer of choice. Some activities have included:

- Sponsoring staff volunteers from a variety of departments to create hands-on experiences for students
- Sponsoring an Academy pathway selection day for freshmen
- Speaking in classrooms and participating in job fairs
- Helping students prepare resumes and conducting mock interviews
- Judging end of year student projects
- Participating in teacher and administration strategic planning meetings
- Hosting meetings on campus
- Donating supplies and purchasing uniforms for healthcare students

The program started in 2019 and quickly gained momentum. Campus tours and half-day hands on sessions were coordinated by Masonic for more than 50 students. Masonic's telehealth partners, Telehealth Solution and AMD Global Telemedicine, sponsored travel for one student and one teacher for a two-day visit to preview and experience the latest telehealth technologies firsthand.

Masonic earned designation as an approved apprenticeship site for the CNA program. Three students joined the program in late 2019, which was slowed by the pandemic in 2020-2021 and reignited in Fall 2022 with campus tours for 20 students. Masonic is actively involved in two Health Care Pathway Strategic Teams with school administration and health care educators.

How do you know that your signature program is successful?

Three high school students enrolled in Masonic's Apprenticeship Program in 2019, including Reeya Monger, a first generation American and living in an all-Spanish speaking household. When the Covid-19 pandemic hit, the students were halfway through the program when schools were closed. Reeya stuck with the Masonic Apprenticeship Program through the Covid-19 lockdown and earned her CNA certification with the support and encouragement of her coworkers! The nurse leadership team continued to help her through the apprenticeship curriculum, even during the most difficult pandemic months, and she is now working as a part time CNA at Masonic. She is enrolled in the LPN program at Jefferson Community and Technical College.

Masonic now has four students in the CNA program and one in hospitality. Due to the initial push to implement the program, Masonic was able to successfully implement an Nursing Assistant to CNA pathway in 2020 to attract candidates interested in becoming a CNA. Masonic is maintaining staff in personal care while new hires wait for the next CNA course.

What advice or lessons learned could you share with others about developing, implementing, and/ or sustaining your signature program?

There is a tremendous opportunity to lead workforce development with a focus on high school- and college-level students. By sharing opportunities in senior living with students, they may be more likely to seek senior living roles.

We strongly recommend that organizations build relationships with schools to connect and educate students about career opportunities in the senior living industry. High school and college are critical times in a student's life to determine a career path, and knowing all available options helps to grow a stronger workforce.