

Legislative Policy Brief

**The 2015 National Emerging Leadership Summit for   
Health Care Administrators in Health and Aging Services**

July 21 – 23, 2015

Washington, D.C.

**Co-Sponsored by:**



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## The National Emerging Leadership Summit for Health Care Administrators

## “Reaching Beyond the Health Care Field to Enhance the Image of the Profession”

## United States Senate, Special Committee on Aging

## Legislative Policy Brief

## The National Emerging Leadership Summit (NELS) for Long-Term Care Administrators is an annual gathering of emerging leaders in the field of health and aging services administration to engage in discussions of current best practices, meet with representatives of key professional organizations, gain an inside perspective on the legislative process, and explore solutions for attracting and retaining other new and evolving leaders. As part of the sixth annual NELS, participants attended a behind-the-scenes legislative presentation at the United States Senate, followed by a legislative forum, where experts and representatives of varying professions and organizations discussed the efforts undertaken to improve the public perception of their profession. These representatives suggested models of public outreach that could be adapted to the needs of the long-term care administrator profession. Present at the sessions included:

- Senator Tammy Baldwin (D – WI), Senate Special Committee on Aging and Senate Health, Education, Labor, and Pensions (HELP) Committee  
- Nat Bartholomew, CPA, Partner, Clifton Larson Allen  
- Robert E. Burke, Ph.D., Professor, Health Services Management and Leadership, Gordon A. Friesen Professor of Health Care, The George Washington University   
- Kevin E. Hansen, Ph.D., J.D., LL.M., Assistant Professor, Health Care Administration Program, University of Wisconsin – Eau Claire  
- Michael Hendee, MHA, NHA, FACHE, Chief Operating Officer, Vinson Hall Retirement Community  
- Randy Lindner, MHSA, CAE, President and Chief Executive Officer, National Association of Long-Term Care Administrator Boards (NAB)  
- Mabel McKinney-Browning, M.Ed., Ed.D., Director of the Division for Public Education, American Bar Association (ABA)  
- Anne Montgomery, M.S., Senior Policy Analyst, Altarum Institute  
- Douglas Olson, NHA, MBA, Ph.D., Professor, Health Care Administration Program, University of Wisconsin – Eau Claire and Director, Center for Health Administration and Aging Services Excellence (CHAASE)  
- Mary Jean Schumann, DNP, MBA, RN, CPNP, FAAN, Interim Dean and Assistant Professor of Nursing, School of Nursing, The George Washington University  
- David Wolf, Ph.D., M.S., NHA, FACHCA, Associate Professor, Barry University

The first session for NELS participants included an overview of the recent White House Conference on Aging held July 13, 2015 in Washington, D.C., on the 50th anniversary of the passage of Medicare and Medicaid, led by **Anne Montgomery**. Following an introduction and overview of the panelists from **Dr. Robert Burke**, Ms. Montgomery welcomed the NELS participants to the Capitol and thanked the participants for their involvement in the NELS summit. Ms. Montgomery discussed the changing regulations proposed for skilled nursing facilities and nursing homes relative to the conditions for participation for Medicare and Medicaid funding. The changed policies revolved around better care planning for residents and reductions in antipsychotic medications and other psychotropic medications. Additionally, Ms. Montgomery discussed the 2014 Improving Medicare Post-Acute Care Transformation (IMPACT) act (H.R. 4994), which addressed the standardization of post-acute care assessment data for quality assurance, payment purposes, and discharge planning. Ms. Montgomery distributed information to participants about the work of a broad coalition to address a new culture change initiative pursued by the Centers for Medicare and Medicaid Services (CMS).

**Senator Tammy Baldwin (D-WI)** also visited with the NELS participants and explained the details of the recent reauthorization of the Older Americans Act (OAA). She discussed efforts in the reauthorization to increase services and care provided in the community to older adults and her recently introduced bipartisan bill with Senator Susan Collins (R-ME), entitled the Recognize, Assist, Include, Support, and Engage (RAISE) Family Caregivers Act, to support family caregivers. Senator Baldwin emphasized the importance of supporting caregivers, both the informal family caregivers and those who operate long-term care settings for older and disabled adults. She encouraged participants to voice their support, individually and within organizations, for this legislation. Senator Baldwin also took several questions from participants regarding appropriate funding of care based on care setting (i.e., in-home care vs. facility-based), determinations of the most appropriate care setting for individuals based on care needs, and leadership development and training of individuals in long-term care.

Following the presentations by Senator Baldwin and Ms. Montgomery, **Dr. Burke** facilitated questions from NELS participants. Topics covered during the question session included advice on how individuals could follow up with legislators after a visit, the prioritization of funding and how legislative committees determine where and how to allocate funds, how to ensure appropriate levels of quality in health care and long-term care with decreased levels of funding and bundled payments under the prospective payment system, funding sources for improved care delivery methodologies, how Federal legislation filters down to the local level and how participants can be involved with Federal policy development, and methods to increase flexibility for providers in long-term care to promote a better quality of life for residents.

The second session began with an introduction from **Dr. David Wolf**, who thanked the panelists from multiple professions for participating. Dr. Wolf asked each panelist to speak on the key challenges facing their respective profession in terms of the public perception of the profession, either rightly or wrongly. Panelists included representatives from long-term care administrator licensing boards (National Association for Long-Term Care Administrator Boards), attorneys (American Bar Association), certified public accountants (Clifton Larson Allen), nurses (School of Nursing at The George Washington University), and health care executives (American College of Healthcare Executives).

**Randy Lindner**, representing the National Association of Long-Term Care Administrator Boards (NAB), discussed the development of the Health Services Executive (HSE) credential, to give health services leaders greater flexibility in moving across the continuum of care and services, and how prior NELS summits helped in advancing the initiative. Mr. Lindner also explained the current landscape of licensure standards and how they differ across states, the range of academic programs available, and the status of paid and unpaid administrator-in-training (AIT) programs across the country. As part of his presentation, Mr. Lindner also discussed the negative public perception that faces the long-term care administrator profession and highlighted several issues relevant to the panelists’ discussion.

**Michael Hendee**, from Vinson Hall Retirement Community and a fellow with the American College of Healthcare Executives, spoke next about his time in the navy and at Walter Reed Army Medical Center, as well as his time as an administrator and professor. Mr. Hendee discussed the need for an easier pathway to licensure for administrators, and the need to change language used in long-term care settings away from “institutional” language that may be less familiar to the public. To improve the perception of the profession, Mr. Hendee recommended renewed and vigorous outreach efforts for students in both high school and those beginning their undergraduate education. He discussed the potential shift to require long-term care rotations and information on long-term care within educational programs for health professions (e.g., nurses, doctors). Mr. Hendee encouraged members to participate with professional and trade associations to begin the dialogue of outreach to improve the image of the profession with the at-large public.

As Director of the Division of Public Education with the American Bar Association (ABA), **Dr. Mabel McKinney-Browning** suggested efforts undertaken by the ABA to educate the public about the functions of attorneys, how the law works, and generally improving public knowledge about the legal profession. Dr. McKinney-Browning admitted that changing the public perception of a profession is not an easy task and overcoming public misconceptions or lack of trust in a profession takes time, patience, and diligence in educational efforts. She also discussed efforts undertaken by the ABA and others to assess the public willingness to change and to develop programs with thoughtful, intentional efforts to address improvement in perception. Dr. McKinney-Browning highlighted the three “dimensions” of public outreach: awareness, increasing the public’s substantive knowledge of the profession, and the development of appropriate, thoughtful strategies (e.g., advertisements, video education).

Next, **Nat Bartholomew**, representing Clifton Larson Allen, discussed the approach taken by certified public accountants to address misconceptions the public had about the profession. Mr. Bartholomew discussed the idea of “value proposition,” and how leadership within a profession has to ensure that those within a profession or organization understand the goals of improving the public image and commit to that perceived value. Where the accountant profession wasn’t necessarily viewed negatively, as some other professions, there was a misconception of the type of person traditionally pursuing certification as a public accountant. Mr. Bartholomew discussed efforts to enlighten the public on the numerous roles accountants serve in businesses and corporations, and discussed the idea of retention in terms of engaging employees within organizations.

Lastly, **Dr. Mary Jean Schumann**, from the School of Nursing at The George Washington University, focused on efforts to re-frame the work conducted to appeal to the public desire more. She discussed inclusion of “older adult” language within nursing educational programs and in career development for future nurses, and that there is a greater need for consistent standards so the public knows what to expect with or from a certain profession. Dr. Schumann highlighted the importance of removing generalizations, recognizing the complexity of health care and the various settings in which care is delivered, and working to help the public do the same. She emphasized the importance of preparing nurses to be future leaders in the health care profession and ensuring competency of nurses through minimum competency exams. Through more education and better standards for representatives of the profession, the public will shift in their understanding of the profession.

**Dr. Douglas Olson** concluded the legislative and panel sessions by thanking the panelists and NELS participants, and committing the energies and efforts of the NELS summit to exploring the recommendations made by panelists. He commented on the number of practices noted by the panelists and the opportunities to advance proactive initiatives to improve the public perception of the long-term care administrator profession. Participants attending the NELS summit committed to work in the days ahead to achieve progress on the recommendations suggested during the panel session and to work in their respective states to achieve progress on the recommended initiatives. Dr. Olson thanked the panelists for their excellent remarks and also thanked the supportive organizations and individuals who helped make the policy forum a success, including ACHCA, NAB, the Wertlieb Family Foundation, Golden Living, Altarum Institute, University of Wisconsin – Eau Claire, and The George Washington University.

*Any correspondence regarding this legislative policy brief, its recommendations, or the 2015 NELS summit, should be sent directly to Dr. Douglas Olson, University of Wisconsin – Eau Claire, at olsondou@uwec.edu. For further information on the NELS summits, please visit: http://publichealth.gwu.edu/projects/national-emerging-leadership-summit.*