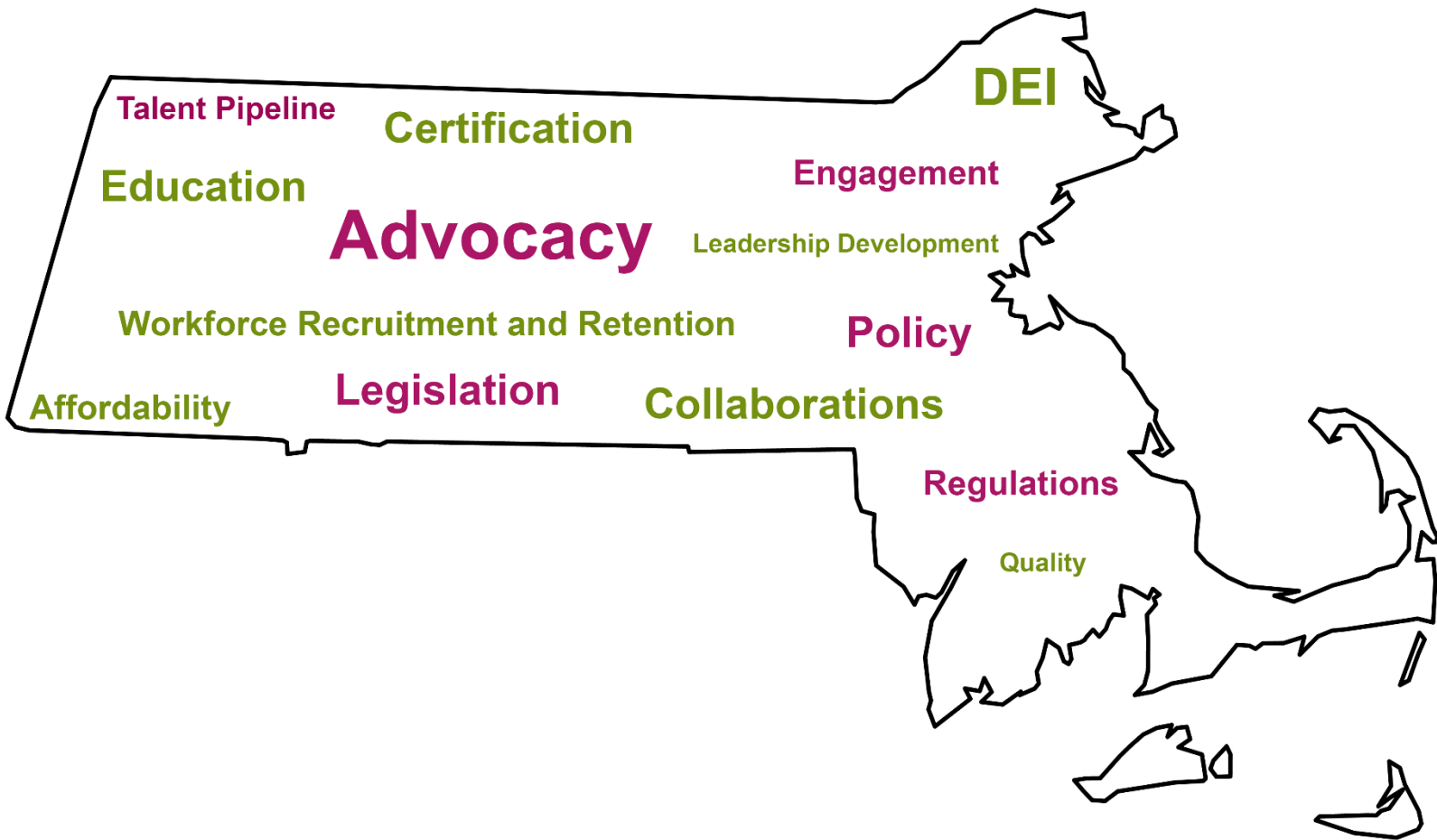




Mass-ALA Strategic Plan

July 2023 - June 2027





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Mass-ALA Mission Statement: To lead the assisted living industry in its service of seniors through advocacy, education, operational support, and enhanced growth opportunities.

Goal I: Develop short-term and long-term Mass-ALA workforce recruitment and retention strategy.

- A. Pursue collaborations with community colleges, vocational schools, Commonwealth Corporation, and others, aimed at increasing the pipeline of staff at all levels for assisted living.
- B. Study and implement career path practices, such as the geriatric associate certification, in partnership with others.
- C. Establish new executive director mentorship with retired executives serving as mentors.
- D. Market the management and direct care job opportunities in assisted living.
- E. If feasible, develop a geriatric training initiative, modeled after the program initiated with Commonwealth Corporation at BID-Milton Hospital.

Goal II: Proactively embrace Diversity, Equity, and Inclusion at Mass-ALA.

- A. By October 1, 2023, establish and activate the Mass-ALA Diversity, Equity, and Inclusion (DEI) committee.
- B. Through the committee, establish goals and a DEI curriculum for Mass-ALA, its employees and business associates.
- C. Actively recruit and elect new Mass-ALA board members that are, or identify as, diverse.
- D. Continue to consider offering an LGBTQ cultural competency training program for members.

Goal III: Advocate for assisted living providers by shaping legislation and regulations that benefit the industry, membership, and assisted living residents.

- A. Remain the Massachusetts voice of assisted living in legislative and regulatory affairs.
- B. Keep members informed with timely information on policy matters that impact the assisted living industry, and/or its residents.
- C. Identify and strengthen relationships with key stakeholders and cultivate new champions.
- D. Focus attention on important legislative opportunities. Prioritize passage of the Common Sense bill, and administrative actions like the Medicaid Frail Elder Waiver.
- E. Advance regulation reforms and clarity of policies with the Executive Office of Elder Affairs.
- F. Resist and oppose government regulation overreach and oversight that depletes the energy of the assisted living industry.
- G. Seek new sources of revenue to advance the assisted living industry and its workforce.
- H. Invite, track, and publicize legislative and state administration visits to assisted living residences.
- I. Publicly recognize the supporters of the Mass-ALA PAC to increase the capacity to support champions of assisted living issues on Beacon Hill.



Goal IV: Strengthen the quality and scope of meaningful member education and training opportunities.

- A. Focus some educational content on immigration advancement.
- B. Work with Argentum on collaboration on American Job Centers and proposed tool kit.
- C. Create a multilingual online library augmenting individual onboarding done by residences, potentially as a supplement to the EOEA PHCAST training.
- D. Host topical round table discussions among peers aimed at leadership development, either as a discussion series or a project-based leadership development program modeled on Argentum's REACH program.
- E. Establish certification training for specific classes of assisted living employees, like dining and nursing staff.

Goal V: Continuously promote the assisted living story through communications and marketing.

- A. Devise and implement innovative communication strategies that benefit Mass-ALA and the membership.
- B. Market the industry through the Mass-ALA Resource Guide and all forms of social media available to the association.
- C. Collect and disseminate relevant studies and published data that support the promotion of assisted living as an effective setting for combatting loneliness and isolation.
- D. Grow engagement with the Mass-ALA Resource Guide through the use of technology.
- E. Brief Mass-ALA members on the Health Policy Commission's March 2023 Post-Pandemic Workforce Report and Study.

Goal VI: Initiate innovation and business efficiency projects that benefit members.

- A. Conduct a feasibility analysis to determine if membership expansion of Mass-ALA to include independent living residences is warranted.
- B. Study business practices of other state and national associations to determine applicability to Mass-ALA. Report findings to the Board.
- C. Get business efficiency models and artificial intelligence in front of the members.
- D. Seek to acquire resources to initiate pilot programs like internships, pathways to advancement, academic co-ops, and career ladders.
- E. Explore shared services, and the potential of group purchasing to benefit Mass-ALA members.
- F. Explore scholarship and loan repayment resources with EOEA and EOHHS, funded through the CMS waivers.