

Area Wide Summit -Direct-Care and Para- Professional Workforce Development

REPORT OF PROCEEDINGS

*Planting the Seeds for Direct Care and Para-Professional Workforce Development
Summit September 28, 2017*



Convened by the Paul R. Willging Endowment and The Erickson School of
Aging Services

Executive Summary

The Paul R. Willging Endowment and the Erickson School of Aging Services launched the first ever Maryland Summit on September 28, 2017. Its purpose was to elevate attention to the growing direct care workforce crisis throughout the state. Key note speakers and panelists highlighted the seriousness of the worker shortfall and urged that action be taken to address the array of issues affecting the availability of well-trained direct care workers. More than 200 individuals representing over 110 organizations attended the day-long event.

The need to initiate innovative ideas and new thinking were themes repeated throughout the course of the day. Models of successful initiatives for dealing with multiple issues relating to recruitment, retention and career path development were highlighted as was information about where and how to access available resource support. A final panel representing key stakeholder organizations discussed approaches that could be taken to tackle the array of challenges.

The Willging Endowment in partnership with the Erickson School will take the leadership role in developing an “Action Plan for Change” addressing the range of issues. As a planned follow-up to the Summit, attendees will be invited to participate in a planned survey to “rank order” the areas they believe warrant priority attention, especially:

- Enhancing wages and benefits
- Expanding the size of the potential worker pool
- Strengthening the area’s training and education capability
- Enhancing Job satisfaction
- Building public awareness

A Steering Committee composed of educators, provider representatives, public agencies and business organizations will be convened in December to guide the development of the “Action Plan” and assure its implementation by early 2018.

Introduction

Ron Carlson, Executive Director, of the Paul R. Willging Endowment, welcomed the more than 200 attendees representing educators, health care providers, public sector agencies and organizations from across Maryland to the “Planting the Seeds for Direct Care and Para-Professional Workforce Development Summit”. He introduced the State representatives and elected officials to inaugurate the day’s program.

Opening

- Ron Carlson, Executive Director, The Paul R. Willging Endowment
- Allan H. Kittleman, County Executive, Howard County Maryland
- Carol Beatty, Secretary, Maryland Department of Disabilities
- Rona Kramer, Secretary, Maryland Department of Aging
- Kelly M. Shultz, Secretary of Labor, Licensing, & Regulation

The Maryland Department of Labor – Secretary Kelly Shultz

Maryland Secretary Kelly M. Shultz reported that the State is directing special attention to assuring the availability of services for older adults and persons with disabilities. She underscored the importance of workforce development as a top agenda item for the Hogan administration and pointed to the Governors Workforce Development Board that will be coordinating efforts toward strengthening program support.

Maryland Department of Aging – Secretary Rona Kramer

Maryland Department of Aging Secretary Rona Kramer expressed optimism for the future and said that she and the cabinet are working together to make Maryland the best place to age! She’s encouraged by the number of new initiatives and programs geared to meeting the diverse needs of older adults throughout the state.

Howard County Government - Howard County, Maryland – County Executive Allan Kittleman

County Executive of Howard County Allan H. Kittleman served as the host for the Summit. He recognized the special challenges faced by county leadership and stressed the importance of putting forth new and sustaining ways that assure the availability of needed support for direct care and family care givers.

Maryland Department of Disabilities – Secretary Carol Beatty

Maryland Department of Disability Secretary, Carol Beatty underscored the necessity of having a well trained work force to address the growing number of persons with disabilities. She said the first step toward finding sustainable solutions is the recognition that there is a serious problem; one that must be addressed by improving public awareness.

Keynote Speakers: An Overview of Challenges and Opportunities

Keynote speakers Scott Townsley, J.D. and Dr. Robyn Stone presented an overview of challenges and opportunities para-professionals will face in the years to come as the population ages.

Scott Townsley, J.D., Professor of the Practice, The Erickson School at UMBC, and Founder, Trilogy Consulting

Scott Townsley's presentation, "[Descriptive Assessment of Challenges, Barriers and Opportunities in the Care of Older Adults: Changing Demographics and Changing Systems of Care Create an Opportunity for Innovation and New Thinking](#)", provided a comprehensive overview of aging service providers.

He pointed to the ever growing shortage of direct care workers in long-term care saying that unless corrective steps are taken, it will seriously impact on the well-being of older generations to come. The level of quality and effectiveness of care will increasingly depend on the collective ability of provider organizations to staff and retain direct support workers. In addressing these issues, employers must come up with new solutions that promote a better understanding of the needed workforce and to find the ways and means by which the required support will be provided.

Critical issues that Scott believes must be addressed in strengthening the development and training of the direct care workforce:

- Strategic Use of Technology
- Building Public Awareness

Strategic Use of Technology

Technology is an increasingly important resource in the provision of care. Industry can and should be relied on to develop the tools, but the delivery of service is depended on having a well- trained care giver. While the use of technology is not new, the delivery and use of technology have often fallen short. Finding techniques that are best suited to more effectively meeting the needs of the older adult population are increasingly crucial.

Building Public Awareness

Innovation and new approaches that are entering the marketplace are not incremental. The landscape is continually changing and with this, service preferences for the new generation of older adults are moving away from the long-held models of long-term care. Emphasis on person-centered community care is opening the door to sectors outside of the field to design new approaches. By bringing about a higher degree of collaboration with experts in the aging services field, new opportunities and resources should stimulate additional career pathway opportunities geared to positively affecting the recruitment and retention of direct care workers.

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Robyn I. Stone, Doctor of Public Health, Senior Vice President for Research, LeadingAge

Dr. Robyn Stone's address, i.e., "[Improving the Long-Term Care Workforce Serving Older Adults by Using Strategies that Work: Expanding Work Supply through Improved Education, Employee Incentives and New Career Opportunities](#)" spoke to the critical role advocacy carries as the various health sectors work to find solutions. She offered an overview of the progress made by advocacy groups toward upholding the rights of older adults.

The broad scope of services within the long-term care sector creates complex challenges. Finding solutions through engaging multidisciplinary teams enhances their ability to more effectively address those challenges. She identified three primary barriers facing workforce development today in long-term care.

- Inadequate Public Reimbursement
- Enhancing Job Satisfaction
- A lack of Universal Long-term Care Support Services

Inadequate Public Reimbursement

Dr. Stone posited that effective policy solutions must come with the understanding that inadequate compensation inhibits educational opportunities for students looking to find career paths. The current level of reimbursement for services is so minimal that it is constraining the recruitment and retention of entry-level workers. Actions are needed to increase both federal and state support for direct care workers.

Enhancing Job Satisfaction

Staffing retention and recruitment remain persistent problems that beset the long-term care workforce. The problems are numerous and complex. Assessments made of the work environment find direct care workers are generally over-worked and under-appreciated. As an example, current regulations focusing on "staff to resident" ratios cause employers to give lesser attention to quality of service.

Dr. Stone recommended expanding career ladder opportunities by accelerating the introduction and use of more apprenticeships, developing improved training curricula, strengthening management teams in the workplace, and very importantly, enhancing both the work culture and working conditions.

Long-Term Care Support Services

As the number of older adults in need of support services increases, there is an opportunity, and even an obligation, for health care organizations to increase their investment in strengthening the workforce. The goal is to put resources and programs together in ways that benefits both family caregivers and direct care workers. When opening the door to a wider array of career opportunities, employers should design career pathways that are on a par with those of other practitioners. Given that direct-care workers are a critical part of nearly every aspect of health care delivery they should be in positions that enable easier access to pathway possibilities.

Key Themes Addressed by Keynote Speakers

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Expanding the size of worker pools, enhancing job satisfaction, and building public awareness were principle themes highlighted by both Scott Townsley and Robyn Stone. While they pointed to shortfalls in the training and availability of direct care workers, they also envision new opportunities. Townsley saw technology as one of the most influencing factors affecting the work environment. Robyn Stone viewed work place culture and working conditions as key factors that impact on worker recruitment and retention.

Panel One: Models of Success

A key objective of the Summit was to highlight successful initiatives that have been undertaken by public school systems, community colleges and providers; initiatives are viewed as stimulating new thinking and innovation in the worker training and development.

Nina Roa, Lead Specialist, Career and Technology Education Division of Career and College Readiness, Maryland Department of Education

Nina Roa is the lead specialist for Career and Technology Education (CTE). Commonly known as vocational or trade paths, these career clusters are broad enough to keep pace with the demands and changes within the current economic market while ensuring sustainable career paths for students. The State of Maryland is a supporter of career development. CTE programs are found in every Maryland county.

The CTE Pathways provide a road map designed to produce a steady stream of trained and knowledgeable employees over time. Roa offered solutions to make these pathway programs more sustainable for workforce development. In so doing, she identified the following two challenges that need to be addressed:

- Recruitment and Retention of Teachers
- Support of Training and Education Programs

Recruitment and Retention Teachers

Requirements to maintain licensure through continued clinical practice creates one of the major challenges to the effective recruitment and retention of Registered Nurses as trainers in the CNA/GNA CTE pathway. An instructor of a program must be certified as a Maryland teacher. Roa wants to see CTE programs align with clinical partners in a way that will meet the RN staffing requirement.

Support of Training and Education Programs

CTE Programs are often overlooked as career pathways for students. High School guidance counselors and parents generally focus on a college trajectory. Roa urged that clinical partnerships open up new career pathways opportunities. Greater employer involvement through education and social media campaigns will expand professional school counselors' knowledge of career options in addition to guiding students and parents as to where and how to access and use this information.

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[\[Download Nina Roa's presentation.\]](#)

William Leahy, Founder, High School Home Health Foundation

Dr. Leahy started his High School Based Training program in 1999 at the Eleanor Roosevelt High School in Greenbelt, Maryland. As a physician he personally saw a growing older adult population that required home based care. He initiated a training program to prepare teens for future careers as Certified Nursing Assistants, Geriatric Nurses and Home Health Aids. Provided in an “after-school” setting, he facilitated cooperation and support from both the area high school and the Community College. The program blended an enhanced curriculum with “on the job” training in provider locations. Two critical issues are addressed:

- Enhanced Curriculum Development at High Schools
- Expanding the Worker Pool

Enhanced Curriculum Development

Dr. Leahy’s model recognizes that not all students must follow a college path upon leaving high school; instead, a training program can be designed that nurtures knowledge and skills development through vocational studies. His solutions call for enhancing the curriculum at the high school level and offering students “on the job” training while they work to complete their degrees. Taking these two steps better positions them for job placements upon graduation. Dr. Leahy believes that continued success depends on an employer’s receptivity to this program approach and its willingness to support students by establishing a working partnership with local schools.

Expanding the Worker Pool

Dr. Leahy described the program as an additional opportunity to expand the worker pool by tapping into the skill sets of recent immigrant populations and offering new career pathways for undocumented workers. He recommended that community colleges and employers explore ways to ease the hiring and training of these potential employees.

[\[Download Dr. William Leahy's presentation.\]](#)

Julie Parks, Executive Director, Workforce Training, Grand Rapids Community College, Grand Rapids, Michigan

Partnerships and collaborations succeed by establishing close working professional networks in the same field. However, these relationships may be unaware of new interdisciplinary and inter-sector solutions. By introducing innovative approaches to partnership building, organizations can double their resources. Following a different route helps achieve workforce training and development goals more effectively than staying within existing networks. She offered Michigan’s success story as a model that community colleges in Maryland may want to replicate.

Parks cited key issues to success in workforce development.

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- Building Public Awareness
- The Provision of Scholarship Support and Tuition Repayment

Building Public Awareness Through Broadening Networks

Julie Parks described ways by which community colleges can initiate a new kind of relationship with strategic partners. In her work, she chose to use more informal settings for brokering change by inviting potential partners to coffee and by going outside of the office setting to evolve relationships that allowed solutions to occur “organically”. By taking this course, she laid out a partnerships roadmap; one that continues to show success.

Scholarship Support and Tuition Repayment

Healthcare is a unique field. Employers are looked to for offering an enticing training and development package; one that encourages students to choose a direct care pathway. Parks described how she went about the preparation of project proposals that relied on three fundamental principles viewed as requisite success factors:

1. Offer high-quality programs
2. Engage employers to learn out what they need
3. Pay a living wage

In moving forward, Julie recommended community colleges learn how to move beyond the status quo. When marketing a new proposal for example, a school when looking for working partners should find those who are eager to contribute, enthusiastic about the opportunity and see their involvement as a “return on investment”.

As Michigan set out to implement its plan, she turned to community organizations such as the local Goodwill organization that had training dollars that could be drawn upon for plan development. Parks found many ways to ensure students would bear little to no training cost. The Community College applied for support from the US Department of Labor and was awarded the multi-year “Americas Promise Grant”. Julie believes that as the program demonstrates success, more organizations will want to be involved. Her parting advice to Summit attendees came down to this:

- exercise persistence in accomplishing a school’s goals and objectives
- expand and build new networks
- be proactive and creative in coming up with new ways to get the job done; don’t be stymied by rules that limit progress

[\[Download Julie Parks’ presentation.\]](#)

Key Themes – Models of Success

New thinking and innovation are imperatives in taking on the tasks of building and implementing workforce training and development workforce programs. The panel offered illustrative examples of models that work. These models are viewed as replicable by the panel for advancing the goals of improved recruitment, retention and pathway development for direct care workers. In each instance, the key ingredients for success rest on building and sustaining working partnerships and “thinking outside the box”.

Luncheon Keynote Speaker

The luncheon speaker, Dr. Freeman Hrabowski III, President, University of Maryland Baltimore County, underscored the rewards that he believes come about when organizations work together to solve problems. His message drew upon some his personal life experiences where he learned the value of finding common ground in coming up with solutions that work. He recounted how these experiences have helped guide him over his career trajectory. His concluding remarks offered suggestions he believes will be helpful to Summit attendees as they strive to assure the availability of a well-trained direct care workforce:

- Develop interdisciplinary teams
- Listen carefully to what others are saying about aging
- Design new pathways for job and career advancements

Panel Two: Resources to Jumpstart Workforce Training

The panel addressed the topic of resources and the importance of knowing where and how to access sources of support in the training and development of direct care professionals.

Peggy Powell, Director, Workforce and Curriculum Development, Para-Professional Healthcare Institute

PHI is an organization dedicated to direct care workers and improving the direct care workers' job. Its work is rooted in academic advancement and investment in the learner. The organization is committed to continuing the advancement of learning for frontline staff and is currently developing educational material that will allow students to access content remotely. As PHI actively creates more education opportunities for potential and current students, it elicits the help of employers to stay engaged in the educational process. It is committed to hire those that have gone through its competency training.

Powell identified the key issues in workforce development as:

- A Lack of Sufficient Training and Education Materials Suitable for a Diverse Workforce
- The Need for an Improved Work Culture and Working Conditions

Training and Education Materials for a Diverse Workforce

PHI is working to develop learner-centered education web-based material that matches the language to the population being reached. For example, the Latino population will have easy access to course materials prepared in Spanish.

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As many predict that the future of the workforce demographic will increasingly rely on recent immigrants, providers will need to create learning communities that are geared to these populations. The education process must be sensitive to the learner's strengths, language, and comprehension. This will change the current approach that often relies on a single model.

Improved Work Culture and Working Conditions

Powell highlighted the importance of frontline staff learning the skills for carrying out the changing caregiving role. Work is progressing on the design of new teaching materials; identifying the roles and responsibilities that can be carried out without the required oversight of a supervising nurse. PHI's Enhanced Home Health Aide Certification Training Program found an eight percent reduction in Emergency Room visits among their clients. These results are attributed to the PHI's successes in expanding the range of care that are now provided by direct care staff. These findings also recognize the GNA/CNAs potential, with enhanced training, to better understand and correctly identify patient symptoms.

[\[Download Peggy Powell's presentation.\]](#)

Laura Ginsburg, Division Chief, Office of Apprenticeship, U.S. Dept. of Labor

Laura Ginsburg spoke on behalf of the Office of Apprenticeship, U.S. Department of Labor. She identified the DOL as a resource that is currently supporting apprenticeship programs geared to both the older adult population and to persons with disabilities. Apprenticeships can and do change the path of a personal career through on-the-job training. Currently, there are 600,000 active apprenticeships in place throughout the country.

The U.S. Department of Labor offers resources and a variety of educational programs that show how businesses can use apprenticeships to better train and recruit employees. Ginsburg believes the healthcare field is now giving special attention to these programs offering a range of apprenticeship training opportunities.

Laura Ginsburg identified a key issue in workforce development:

- The Under Utilization of Educational Pathways and Apprenticeship Opportunities

Apprenticeship Opportunities

There are five core components of a registered apprenticeship.

1. Active involvement of the employer.
2. Structured on the job training with mentoring.
3. Appropriate and relatable education and training.
4. A certification of completion to reward skills learned and mastered.
5. National recognition and validation of certification decree.

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For every dollar spent on apprenticeship, employers get an average return of \$1.47 via increased productivity with students who will earn more than \$300,000 over their lifetime; than those on non-apprentice pathways. The Registered Apprenticeship Program can be accessed on their website at <https://www.doleta.gov/OA/apprenticeship.cfm> and will be provided on the Paul R. Willging Endowment page.

[\[Download Laura Ginsburg's presentation.\]](#)

Captain Young Song, Doctor of Public Health, MPH, MS, RD, Senior Program Management Consultant, US Department of Health and Human Services/ Public Health Service/Health Resources and Services Administration, Federal Bureau of Health Workforce

Dr. Young Song described the HRSA mission geared to improving the health of underserved and vulnerable populations by strengthening the health workforce and connecting skilled paraprofessionals to communities in need.

In so doing, she encouraged organizations to seek funding from one of the forty-four grant opportunities within HRSA's Geriatric Workforce Enhancement Programs.

She singled out three key issues relative to workforce development:

- Preparing for a Diverse Workforce
- Improving Workforce Distribution
- Transforming Health Care Delivery

Geriatric Workforce Enhancement Program (GWEP)

HRSA's Geriatric Workforce Enhancement Program (GWEP) has broadened its scope to train and evaluate paraprofessionals on their competency in geriatric care and to maximize the engagement of patient and family involvement in the delivery of care. GWEP sponsors forty-four projects, all of which are geared to demonstrating innovative work in primary care, family caregiving, community services, and the care of older adult populations. The GWEP has awarded over \$35.7 million in grant monies that these types of projects since 2015.

Links and more information on GWEP can be found at <https://bhwh.hrsa.gov/fundingopportunities/default.aspx?id=9f260dcc-0978-4c96-8a57-e0a767840ef0> and will be provided on the Paul R. Willging Endowment page.

[\[Download Dr. Young Song's presentation.\]](#)

Common Themes for Workforce Development Addressed by the Second Panel

Improved training and education, creating apprenticeship opportunities, and enhancing access to resources were the common themes addressed by the second panel. Panel members addressed two major concerns to the health

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care field: (1) access to financial resources as key to sustainable improvement, and (2) improved educational resources to support workforce development. Powell, Ginsburg, and Song guided employers and businesses to available programs and resources. While Ginsburg supported the expansion of apprenticeship opportunities noting the return on investment such programs have for business, Powell urged employers to seek out and encourage the use of competent training and educational resources for current and future employees.

Panel Three: Sustainable Solutions & Urgent Opportunities

The third panel identified critical connections that occurred throughout the day as potential starting places. Dr. Judah Ronch conveyed the importance for attendees to reflect on the day's proceedings.

1. To connect with one another to find answers.
2. To be open to new ideas and networks.
3. Set an agenda moving forward.

The format of the third panel used a facilitated dialogue among its panelists. Panel members provided answers through the scope of their work in the field as well as through an interdisciplinary lens that seeks to identify key opportunities that were described throughout the day.

Panel members:

- Judah Ronch, Moderator, Dean, Erickson School, UMBC
- Daniel Bustillo, Director, Healthcare Career Advancement Program (H-CAP)
- Michael DiGiacomo, Executive Director, Governor's Workforce Development Board (GWDB), MD Department of Labor
- Kathleen Hebbel, Associate Director, Maryland WorkSmart, a partnership between the Maryland Department of Commerce and Maryland's 16 community colleges.
- Veronica Cool, CEO and Founder, Cool and Associates, LLC

Question #1: Which programs presented today could be combined to create solutions?

To move suggestions towards solutions, Michael DiGiacomo indicated the need to build task forces that would continue to bring various sectors to the table to maintain and build upon the conversations that occurred at the summit. He encouraged those in healthcare to meet with businesses and universities to share the work that is happening in the field and outlining current and future needs. He advised that purposeful engagement, regarding how to engage and disperse information and resources throughout the state is critical to a holistic solution for Maryland.

Kathleen Hebbel noted that businesses have an excellent opportunity to steer curriculum based on the needs of the field. Community colleges must receive more explicit guidance and teachings from experts in the profession to

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provide real experience and understanding of the healthcare field to their students. Most programs put together for contract training are “off the shelf” and customization is required. However, without the know-how of the ins and outs of the profession, it becomes difficult for educators to provide a comprehensive overview of common challenges. She suggested partnerships with businesses that seek to upgrade the knowledge that is offered to instructors based on the current field needs, so that students are prepared for the realities of the job.

Echoing earlier statistics presented by PHI, Veronica Cool addressed the need to focus on and acknowledge the potential of Latinos in the field. Stressing that Latinos are a large part of the workforce, as businesses look to invest this population becomes a critical market to commit resources to. To best provide care, the field will need bi-lingual care providers who understand the needs and the language of this growing population. Healthcare must dedicate its focus to "getting things done" and to commit to low hanging fruit.

Connecting the dots, Cool generated an idea that seeks to address the thousands of Puerto Ricans who are fleeing Puerto Rico to family member’s homes here in the U.S. She acknowledged that there is an opening to bring these people on as recruits and provide them with health care education, so that they, in turn, can find adequate jobs as caregivers. Cool suggested that taking a seemingly impossible situation of loss and destruction into a productive solution that will benefit the individual and the field is a creative way to approach the problem.

Furthering this idea, Daniel Bustillo, stressed the importance of viewing problems and solutions through an equity lens. Too many of our healthcare professions remain siloed in entry-level positions because career and educational pathways aren’t developed with minority population workers in mind. He agreed that apprenticeships are a sustainable and lucrative solution to this problem as they provide on the job training and experience and often lead to a well-paying skilled career.

Question # 2: What are we able to commit to now?

There is so much more the field can do to entice new students to the area as well as creating new pathways for individuals already in the field. To do this efficiently the panelists called for a fundamental redefinition of long-term care that is inclusive of the caregivers, various modalities of care, as well as the older adults and their families. Businesses should also put efforts into reaching potential recruits where they are. For example, Cool advocated for companies to take to social media, advertising the need, and share what an exciting field health care can be.

On a larger scale, transitioning towards an entrepreneurial mindset opens more significant ways to fund and support a growing workforce. Historically low wages of caregivers make it difficult for caregivers to sustain a career in healthcare let alone decide to continue their education to broaden their career prospects. Workforce housing could be a solution that alleviates this concern. Investing in employees and recruits, so that they can learn new skills, gain experience, and expertise broadens the current workforce and makes seeking a career in healthcare an attractable path for students.

Key Themes for Workforce Development Addressed by the Third Panel

Expanding the worker pool, training and education, wages and benefits, building public awareness, and job

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satisfaction were common themes identified by the third panel. Through guided dialog led by Dr. Ronch, DiGiacomo, Hebbel, Cool, and Bustillo synthesized the proceedings of the summit and reaffirmed key issues raised throughout the day. Both Cool and Bustillo encouraged the need to expand the worker pool through increased access to apprenticeship opportunities, tapping new immigrant populations, and finding pathways for undocumented workers. Hebbel and DiGiacomo encouraged increased involvement in interdisciplinary teams. DiGiacomo suggested forming a task force to address key issues, Hebbel encouraged the increased participation of healthcare employers in their local community colleges development of core curriculum.

Setting New Directions – An Action Plan for Change

The key goals of the Planting the Seeds for Direct Care and Para-Professional Workforce Development Summit were to elevate attention to the critical shortage of direct care health care workers and to lay the foundation for a proactive agenda to assure the continuing availability of a well-trained staff to address the health care needs of older adults and persons with disabilities. The Summit was well received and now calls for action steps to be taken for launching a statewide program of change to be in place by early 2018.

The Summit was the first initiative to be undertaken in Maryland that focused on the Direct Care Workforce. The presentations offered over the course of the day underscored the magnitude of the problem impacting individuals and families across the state irrespective of geographic location or financial status.

To confront the issue, an “Action Plan for Change” will be developed that addresses the range of issues highlighted throughout the day’s proceedings, e.g., enhancing compensation, expanding the worker pool to strengthening the area’s education capacity. The Willging Endowment in partnership with the Erickson School/UMBC announced they are assuming the leadership that will to frame, develop and implement the Plan.

Critical to assuring the Plan’s success, a Steering Committee of individuals representing a cross section of the education, provider and other key stakeholders is to be convened by the leadership before the close of the year. Its mission will be one of guiding the work and advising on the ways and means that will best assure a positive outcome, i.e., the availability of a sustainable and well trained direct care workforce in Maryland.

Beginning in January 2018, periodic “Action Plan” status reports will be available via a new dedicated section of the Paul R. Willging Endowment Website at: <http://www.paulwillgingendowment.org/2017summit>.

Recognition of Sponsors and Exhibitors

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- American Health Care Association
- Erickson Living, Inc.
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Exhibitors

- Alzheimer's Association, Greater Maryland Chapter
- Erickson Living, Inc.
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- Integrate
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- Para-Professional Healthcare Institute
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