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In celebration of Older Americans Month 2014, we are delighted to release our new Eldercare Workforce Alliance (EWA) Older Americans Month Toolkit. The Alliance, a coalition of 30 national organizations, believes that a well-trained and supported workforce, and supported family caregivers are essential for older adults to remain as safe and healthy as possible. We designed this toolkit to help journalists and other stakeholders more easily identify publications, programs, and personal stories from our member organizations that focus on the health and safety of older Americans.

The toolkit includes:

- Research on how a well-trained and supported workforce can impact care for older adults and their family caregivers;
- Resources for professionals, caregivers, family members, and consumers on how to keep older adults as safe and healthy as possible;
- Stories of how the eldercare workforce has positively affected the lives of older adults and their families; and
- Programs that help educate professionals, family caregivers, and consumers on how to be as safe and healthy as possible as we age.

Given our core belief that a well-trained and supported eldercare workforce is key to the health and safety of older adults, we have focused on workforce in this toolkit. Our member organizations collaborated on identifying materials that would fit into the Administration for Community Living’s “Safe Today. Healthy Tomorrow.” theme for Older Americans Month 2014. The Eldercare Workforce Alliance has compiled our member organizations’ information in an easy to use format. Should you see something that you want to write about or feature, we have also provided a list of media contacts for each contributing member organization.

With this one-stop access to the resources of multiple member organizations, as well as the contact information for the media liaison for each member organization, we hope the importance of a well-trained and well-supported workforce and supported family caregivers will be highlighted during Older Americans Month. We hope that you will find the toolkit informative and useful. We look forward to working with interested journalists and stakeholders to highlight the important role that the eldercare workforce plays in ensuring older adults remain as safe and as healthy as possible.

Sincerely,

Nancy Lundebjerg, MPA
EWA Co-Convener

Michèle J. Saunders, DMD, MS, MPH
EWA Co-Convener

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2014 Older Americans Month

Each May, the nation celebrates Older Americans Month to recognize older Americans for their contributions and provide them with information and resources. This year, the Administration for Community Living is focusing the month on injury prevention with the theme:

*Safe Today. Healthy Tomorrow.*

Older adults are at a much higher risk of unintentional injury and even death than the rest of the population. Unintentional injuries to this population result in millions of medically treated injuries and contribute to more than 30,000 deaths every year. With a focus on safety during Older Americans Month, the Administration for Community Living plans to use this opportunity to raise awareness about this critical issue. By creating access to resources and best practices, the Eldercare Workforce Alliance hopes all older adults can live quality lives, remaining as safe and healthy as possible.

History of Older Americans Month

When Older Americans Month was established in 1963, only 17 million living Americans had reached their 65th birthdays. About a third of older Americans lived in poverty and there were few programs to meet their needs. Interest in older Americans and their concerns was growing, however. In April of 1963, President John F. Kennedy’s meeting with the National Council of Senior Citizens served as a prelude to designating May as “Senior Citizens Month.”

Thanks to President Jimmy Carter’s 1980 designation, what was once called Senior Citizens Month, is now called “Older Americans Month,” and has become an annual tradition.

Historically, Older Americans Month has been a time to acknowledge the contributions of past and current older persons to our country, in particular those who defended our country. Every President since JFK has issued a formal proclamation during or before the month of May asking that the entire nation pay tribute in some way to older persons in their communities. Older Americans Month is celebrated across the country through ceremonies, events, fairs, and other such activities.
Eldercare Workforce Alliance

The Eldercare Workforce Alliance, a project of The Tides Center, is a group of 30 national organizations, joined together to address the immediate and future workforce crisis in caring for an aging America.

The Institute of Medicine, in its critical report *Retooling for an Aging America: Building the Health Care Workforce*, called for immediate investments in preparing our health care system to care for older Americans and their families. In response, the national Eldercare Workforce Alliance was formed -- representing consumers, family caregivers, the direct-care workforce, and health professionals-- to propose practical solutions to strengthen the eldercare workforce and improve the quality of care.

To address America’s worsening eldercare crisis, the Alliance has worked to support the strengthening of a caring and competent eldercare workforce, joining in partnership with older adults and their family caregivers - to provide high-quality, culturally-sensitive, person- and family-centered care, and improve the quality of life for older adults and their families. We believe:

- An essential step in addressing our fragmented health and long-term care system is to adopt care models that provide well-coordinated, person- and family-centered services across settings.
- All unpaid caregivers - including family, friends, and other caregivers - should be supported and have opportunities to acquire the needed skills, knowledge, and information to care appropriately for older adults.
- Resolving the workforce crisis requires addressing recruitment, retention, training, and compensation issues across the health care workforce-which is essential to improving the quality of care and quality of life for older adults.

Health care providers with geriatrics and gerontology training help prevent unnecessary hospitalizations, harmful drug interactions, falls, and reduce depression, anxiety disorders, and behaviors such as wandering, that often accompany dementia. They understand the unique needs of older adults, especially those with multiple health problems. As a team, they work to support independent living and provide quality care. Older adults and their family caregivers deserve quality care and access to supports and resources. That care requires a strong, supported, and well-trained workforce.

High-quality care for older adults, many of whom have multiple complex chronic conditions, requires a diverse range and specific set of skills for addressing their physical, mental, cognitive, and behavioral health needs. The lack of support and training requirements for health professionals, including the direct-care workforce, and supports and resources for family caregivers results in part from a lack of recognition that older adults have distinct health care needs. Studies have shown that geriatric team care can result in higher quality care that does not cost any more than other approaches. In fact, there are strong arguments that coordinated care from a well-trained team can lead to cost savings due to reduced hospitalizations, medication errors, and injuries from falls.

However, the number of people being trained in geriatrics and gerontology is declining at exactly the time when demand is increasing at an unprecedented rate. *Retooling for an Aging America* cites “lack of faculty, lack of funding, lack of time in already-busy curricula, and the lack of recognition of the importance of geriatrics training” as the main barriers to the appropriate levels of training. Currently, the federally funded Public Health Service Act Title VII and VIII geriatrics health professions training programs and the Older Americans Act’s family caregiver support programs help to promote quality care for our nation’s older adults. As 10,000 Americans turn 65 daily, all adults deserve quality of care, now and in the future.

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Eldercare Workforce Alliance Member Organizations

AARP
Alzheimer’s Association
Alzheimer’s Foundation of America
American Academy of Nursing
American Association for Geriatric Psychiatry
American Geriatrics Society **
American Health Care Association and National Center for Assisted Living
AMDA – The Society for Post-Acute and Long-Term Care Medicine
American Nurses Association
American Physical Therapy Association
American Psychological Association
American Society of Consultant Pharmacists
American Society on Aging
Caring Across Generations
Coalition of Geriatric Nursing Organizations
Council on Social Work Education
Direct Care Alliance
Family Caregiver Alliance
Gerontological Society of America**
LeadingAge
National Alliance for Caregiving
National Association for Geriatric Education
National Consumer Voice for Quality Long-Term Care
National Cooperative Bank
National Council on Aging
National Hispanic Council on Aging
NCB Capital Impact/THE GREEN HOUSE® Project
PHI - Quality Care through Quality Jobs
SEIU Healthcare
Social Work Leadership Institute

Federal Liaisons
US Department of Veterans Affairs
Administration for Community Living
** Alliance Co-conveners

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Leadership and Staff

Nancy Lundebjerg, MPA
*Eldercare Workforce Alliance, Co-Convener*
Deputy Executive Vice President and Chief Operating Officer
American Geriatrics Society

Michèle J. Saunders, DMD, MS, MPH
*Eldercare Workforce Alliance, Co-Convener*
Past-President
Gerontological Society of America

Steve Edelstein
*Eldercare Workforce Alliance, Public Policy Committee Chair*
National Policy Director
PHI

Caitlin Connolly, MPA
*Eldercare Workforce Alliance, Project Director*
ccconnolly@eldercareworkforce.org
202-505-4816

Katy Barnett, MPS
*Eldercare Workforce Alliance, Manager of Policy and Communications*
kbarnett@eldercareworkforce.org
202-505-4817

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Chapter 1: Research

Listed below are research reports and issue briefs on supporting and promoting the health, safety, and well-being of older adults. To access each resource, click on the title of the resource.

**AARP – Understanding the Impact of Family Caregiving and Work**
This AARP Public Policy Institute report highlights research to better understand the impact of family caregiving on work, and how working caregivers can better manage their work and caregiving responsibilities.

**AARP – The Aging of the Baby Boom and the Growing Care Gap**
This AARP Public Policy Institute research uses a “caregiver support ratio” to document the declining availability of family caregivers to provide long-term services and supports (LTSS) between 1990 and 2050. It defines a “caregiver support ratio” as the number of potential caregivers age 45-64 for each person age 80 and older. It documents the dramatic widening of the care gap nationally and in all 50 states and the District of Columbia, as Baby Boomers age into their 80’s, beginning in 2026. The report also highlights sociodemographic trends that may influence the future supply of family support for the frail older population.

**AARP – Valuing the Invaluable: 2011 Update**
As part of the Valuing the Invaluable series on the economic value of family caregiving, this report updates national and individual state estimates of the economic value of family caregiving using the most current available data.

**AARP – Home Alone: Family Caregivers Providing Complex Care**
This study challenges the common perception of family caregiving as a set of personal care and household chores that most adults already do or can easily master. Family caregivers have traditionally provided assistance with bathing, dressing, eating, and household tasks such as shopping and managing finances. While these remain critically important to the well-being of care recipients, the role of family caregivers has dramatically expanded to include performing medical/nursing tasks of the kind and complexity once only provided in hospitals.

**American Psychological Association - Prolonging Vitality: Insights from Psychological Science**
This booklet offers just a few examples of the many contributions psychologists are making to the field of aging. It ends with experts’ thoughts about the contributions psychologists may make in the future. This booklet is one in a series, examining the insights of psychological science into challenges facing society.

**American Psychological Association – Mental and Behavioral Health of Older Americans**
As America’s population ages, the need for mental and behavioral health services continues to increase. Psychologists play a critical role in addressing these needs. Psychologists conduct research on and treat the mental and behavioral health problems that often accompany aging.

**American Psychological Association – Psychology and Aging: Addressing the Mental Health Needs of Older Adults**
Psychologists provide services to older adults in a variety of settings, including health care facilities, community-based private or group practices, and places where older adults reside—in their homes, long-term-care and assisted-living facilities, and hospices. This packet includes information on psychology and its intersection with aging.

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American Psychological Association – Psychology’s Role in Addressing the Mental and Behavioral Health Needs of the Geriatric Population
This is a compilation of research on psychologists and aging. Psychologists are integral members of the geriatric health workforce. They include highly trained professionals with unique skills in assessment, research, and evaluation, behavioral health practice, neuropsychological understanding of behavior, evidence-based behavioral treatment, and behavioral medicine practice, group dynamics, and systems that are of critical importance in addressing the health care needs of older adults.

Direct Care Alliance – No Excuse for Abuse
This Direct Care Alliance issue brief discusses what can be done to reduce elder abuse, specifically through better supporting professional and family caregivers.

Gerontological Advanced Practice Nurses Association – Position Statements
These public policy positions and statements are the primary vehicles through which the Gerontological Advanced Practice Nurses Association (GAPNA) policy views are articulated. There are position statements on the following subjects: Clinical Practice of Gerontological Nurse Practitioners; Nurse Practitioner Doctor of Nursing Practice Education; Certification and Titling: A unified statement; Resolution on Advanced Practice Gerontological Nurse Interactions with Industry Representatives.
Chapter 2: Resources

Listed below are resources for professionals, including direct-care workers, and family caregivers, on how to support and promote the health, safety, and well-being of older adults. To access each resource, click on the title of the resource.

**American Association for Long Term Care Nursing – Safety Resources**  
The American Association for Long Term Care Nursing offers safety resources, educational programs, and a *Long-Term Care Safety Certification* program.

**AARP Caregiving Resource Center**  
This comprehensive resource webpage provides information, tools and tips for caregivers on a range of issues including planning, benefits and insurance, legal and money matters, caring for oneself, providing care, senior housing, end-of-life care, and grief and loss.

**Alzheimer’s Foundation of America – Safe-Proofing Surroundings for Individuals with Dementia**  
Turning a home into one that is dementia-friendly can help minimize accidents and maximize well-being. It can also give peace of mind and reduce stress for at-home and long-distance caregivers. This resource reviews critical steps to creating a safe environment for individuals with Alzheimer’s and related dementias.

**Alzheimer’s Foundation of America – Safety Checklist**  
This check list provides a guide to what caregivers can do to create a safe environment for their loved ones with Alzheimer’s or a related dementia.

**Alzheimer’s Foundation of America – Home Supervision**  
A person’s right to dignity and need for independence complicate the decisions surrounding home safety and supervision. This resource provides tips for someone with Alzheimer’s to be safe at home alone.

**Alzheimer’s Foundation of America – House of Care**  
This interactive graphic details safety hazards in the home and strategies for keeping loved ones safe.

**Alzheimer’s Foundation of America – Care Planning Booklets – Post Diagnosis Care Planner and Medication Manager**  
This care planning book helps families and professionals with post diagnosis care planning and medication management.

**Alzheimer’s Foundation of America - Prevention and Survival Guide to Hospitalization for People with Dementia**  
A hospital stay can be frightening and confusing for anyone. But for people with Alzheimer’s disease or a related dementia it can also be dangerous. This resource provides tips to prevent common hospitalizations and steps to take to help safeguard a hospitalized person with dementia and better manage the patient’s stay.

**American Geriatrics Society – Beers Criteria**  
Potentially inappropriate medications (PIMs) continue to be prescribed and used as first-line treatment for the most vulnerable of older adults, despite evidence of poor outcomes from the use of PIMs in older adults. This tool from the American Geriatrics Society updates the previous Beers Criteria using a comprehensive, systematic review and grading of the evidence on drug-related problems and adverse drug events (ADEs) in older adults.
American Geriatrics Society – Choosing Wisely Part 1 and Part 2
The American Geriatrics Society partnered with the American Board of Internal Medicine (ABIM) Foundation’s Choosing Wisely Campaign to help physicians, patients, and other health care stakeholders think about and discuss the overuse of health care resources in the U.S. The national campaign aims to help patients take a more involved role in their health care by learning to choose medical tests and treatments that are supported by scientific evidence, are not duplicative of past tests or procedures, and are truly necessary for diagnosis or treatment. The American Geriatrics Society developed two lists of five things physicians and patients should question.

American Geriatrics Society – Geriatrics Care Online
The American Geriatrics Society’s GeriatricsCareOnline.org is a one-stop online resource for the American Geriatrics Society publications and products and to license online access to comprehensive content and topic-specific bundles of information tailored to meet specific needs. The site provides high-quality, trustworthy information created to ensure that all health care professionals have the latest research on caring for older adults. It offers an optimized search tool to search across the American Geriatrics Society’s product portfolio and quickly find tools and products that meet specific needs.

AMDA – Caregiver’s Communication Guide: Caring for the Older Adult in the Community
This guide is intended for use by caregivers of older adults in the community. It is intended to help the caregivers of older adults to recognize a change in condition, gather information about what is going on, and to communicate that information directly to the older adult’s medical professional. Knowing what to look for and what to report can help the medical professional take better care of the older adult. This guide would be a great benefit to send with a caregiver of an older adult returning to the community from a nursing facility, from a hospital stay, or even from a medical professional’s office after a visit.

AMDA – Choosing Wisely List
AMDA partnered with the American Board of Internal Medicine Foundation’s Choose Wisely Campaign to help physicians, patients, and other health care stakeholders think about and discuss the overuse of health care resource in the U.S. AMDA provided five tests or procedures in post-acute/long-term care that physicians, patients, and their families should discuss due to potential harm.

AMDA – Educational Products
AMDA has an extensive collection of educational and informational resources focusing on prevention, diagnosis, and treatment of many adverse events, including its Clinical Practice Guidelines (CPGs), a series of 22 evidence-based, standard care processes for post-acute and long-term care patients, and a growing number of CPG implementation manuals. The Centers for Medicare & Medicaid reference AMDA CPGs in multiple publications.

American Psychological Association – Elder Abuse and Neglect: In Search of Solutions
Elder abuse, like other forms of violence, is never an acceptable response to any problem or situation, however stressful. Effective interventions can prevent or stop elder abuse. Increasing awareness among physicians, mental health professionals, home health care workers, and others who provide services to older adults and family members can help break patterns of abuse or neglect, and both the person experiencing the abuse and the abuser can receive needed help.
American Psychological Association – Resources for Psychological Practice with Older Adults and Their Caregivers
The American Psychological Association Office on Aging developed this list of resources to supplement the recently updated American Psychological Association Guidelines for Psychological Practice with Older Adults and in response to the Institute of Medicine report *The Mental Health and Substance Use Workforce for Older Adults: In Whose Hands*, which noted a dire need for health providers of all disciplines to meet the mental and behavioral health needs of older adults.

HealthinAging.org – Fact Sheet on Falls Prevention
This tip sheet seeks to unite older adults, caregivers, and family members to play a part in raising awareness to prevent falls.

HealthinAging.org – Video Channel
This resource helps consumers and caregivers learn about falls prevention, diabetes and caregiving from experts in the field.

National Council on Aging – Falls Prevention Fact Sheet
Falling is not an inevitable result of aging. Through evidence-based interventions, practical lifestyle adjustments, and community partnerships, the number of falls among seniors can be substantially reduced. This fact sheet aims to help prevent falls among seniors.

National Council on Aging – State Policy Toolkit for Advancing Falls Prevention
This State Policy Toolkit for Advancing Fall Prevention is designed to give state and local coalitions the strategies, tools, and resources to make fall prevention a priority at the state level. It offers a rich compendium of suggested policy changes to advance falls prevention, categorized under eight major goals. It outlines the opportunities, strategies, and examples of what is possible through education and engagement of key stakeholders.
Chapter 3: Stories

Listed below are personal stories from professionals, including direct-care workers, family caregivers, and older adults of how geriatric training is making a difference in the health, safety, and well-being of older adults. To access each resource, click on the title of the resource.

**AMDA – Caring for Consumers: After Hospital, Before Home: Post-Acute Care**
Dr. John Morley talks about post-acute care and how to make sure you, a family member, or a friend gets the necessary support and services to move on after an injury, illness, or surgery.

**AMDA – Caring for Consumers: Beyond the Advance Directive: POLST Helps Start the Conversation**
Medical director and attending physician Dr. William Smucker, CMD, talks about a form that can help make difficult conversations easier and protect your wishes in cases of serious illness or health crises.

**AMDA – Caring for Consumers: Suit Up: You’re Part of the Team**
Dr. Charles Cefalu, CMD, a New Orleans–based medical director talks about how residents and families can be part of a nursing facility’s care team.

**American Psychological Association – Working with Family Caregivers of Hospice and Palliative Care Patients**
Julia Kasl-Godley, PhD, looks at the impact of hospice and palliative care on working family caregivers.

**American Psychological Association – Consulting with Long-Term Care Facilities to Address the Needs of Residents and Their Caregivers**
Yvette Tazeau, PhD, looks at consulting in long-term care facilities in order to address the psychological needs of residents and their caregivers.

**Direct Care Alliance – Direct-Care Workers Play Such a Crucial Role for a Little Respect, Money**
Direct Care Alliance board member Erin Hayes on the indispensable help direct-care workers have provided to her quadriplegic husband.

**Direct Care Alliance – A Direct Care Worker Teaches the World to Love**
A poem by direct-care worker and Direct Care Alliance board member David Moreau that provides an explicit yet tender description of some of the things direct-care workers do every day to keep seniors healthy.

**Direct Care Alliance – Closing the Circle of Care for Our Veterans**
A Direct Care Alliance op-ed in which the wife of a WWII veteran talks about what the Certified Nursing Assistants at her husband’s nursing home do for him—and her.

**Direct Care Alliance – A Texas Progress Report by DCA’s Executive Director**
An article in which Carla Washington, Direct Care Alliance Executive Director, writes about how deep direct-care workers’ relationships with their clients can go.

**Direct Care Alliance – The State of the Direct Care Worker**
As the Direct Care Alliance’s Carla Washington points out, what the President said in his State of the Union Address about needing to "make sure our economy honors the dignity of work, and hard work pays off for every single American" is very true of direct-care workers. These crucial workers average only around $10 an hour and therefore must often work two, even three jobs. Washington spells out several things that can be done to improve the situation and explains why improving direct-care jobs will benefit us all.
Direct Care Alliance - The New Face of Our Economy

The Direct Care Alliance's Jessica Brill Ortiz outlines a policy agenda that can improve direct-care wages and benefits and thus, as she puts it, "help ensure a stable, qualified direct-care workforce large enough to meet growing demand."
Chapter 4: Programs

Listed below are training and educational programs for professionals, including direct-care workers, and family caregivers that support and promote the health, safety, and well-being of older adults. To access each resource, click on the title of the resource.

American Association for Long Term Care Nursing – Long Term Care Safety Specialist Certification
The American Association for Long Term Care Nursing offers a Long Term Care Safety Specialist Certification program that educates caregivers about a wide range of risks to older adults in long-term care settings and offers strategies to promote safety and reduce risks.

Alzheimer’s Foundation of America – Dementia Care Professionals of America
A division of the Alzheimer’s Foundation of America provides specialized training to health care professionals involved in dementia care.

Alzheimer’s Foundation of America – Your Time to Care
This educational DVD series for family caregivers and professionals includes topics on driving, preventing falls, medication management, and wandering.

American Geriatrics Society – Geriatric Nursing Review Syllabus
The Geriatric Nursing Review Syllabus (GNRS), Fourth Edition, is a resource for nurse practitioners who wish to stay current and provide evidence-based, high-quality care to older adults. The GNRS4 includes 64 chapters authored by a team of more than 150 interdisciplinary experts in senior health care. The new edition also offers 125 case-oriented, multiple-choice questions with answers and critiques.

American Geriatrics Society – Geriatrics Review Syllabus
Authored by more than 180 medical experts in the care of older adults, the Geriatrics Review Syllabus: A Core Curriculum in Geriatric Medicine, Eighth Edition (GRS8) covers the latest developments in geriatric medicine for those who wish to expand and update their knowledge in the field.

AMDA – Certified Medical Director in Long-Term Care Program
The Certified Medical Director program recognizes the dual clinical and managerial roles of the medical director and is the only program to certify medical directors in long-term care. Certification requires indicators of competence in clinical medicine and medical management in long-term care. A 2009 study, commissioned by the American Medical Directors Certification Program (AMDCP) and Institutional Review Board (IRB) approved, found that having an AMDA certified medical director (CMD) contributes positively to a nursing home’s quality of care. Analysis of data showed that quality scores represented a 15 percent improvement in quality for facilities with certified medical directors (CMDs). The study appears in the July 2009 issue of JAMDA.

AMDA – Dementia Clinical Practice Guideline Professional Development Program
The goal of AMDA’s free interactive professional development program is to improve care for dementia patients by decreasing the inappropriate use of antipsychotic medications for nursing home residents and improve the overall quality of care given to persons with dementia. The free program includes one course for prescribers and one for non-prescribers. Participants who pass the course and complete an immediate survey, three month post-survey, and six month-post survey will receive a certificate of completion for free. CE, CME, CMD, and CPE credits are also available.

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**AMDA – Post-Acute/Long-Term Care Attending Physician Competencies**
AMDA has finalized competencies to provide attending physicians practicing in post-acute and long-term care with an evidence-based framework for the unique set of knowledge and skills necessary to facilitate quality outcomes in this setting. AMDA developed these competencies in collaboration with a large number of health care groups and they have earned the support of the key organizations in post-acute and long-term care. AMDA is now developing a training curriculum to support these competencies.

**American Psychological Association – Caregivers as Partners and Clients of Behavioral Health Services**
On February 13, 2013, the American Psychological Association, the Substance Abuse and Mental Health Services Administration (SAMHSA) and the U.S. Administration on Aging cosponsored a webinar titled “Caregivers as Partners and Clients of Behavioral Health Services.”

**American Psychological Association – Mental Health Needs of Family Caregivers: Identifying, Engaging and Assessing**
On September 14, 2011, the American Psychological Association and Administration on Aging co-produced a webinar titled "Mental Health Needs of Family Caregivers: Identifying, Engaging and Assisting."

**PHI and National Council on Aging – Fall Prevention Awareness**
Uniquely designed for adult learners, the Fall Prevention Awareness training curriculum helps home health aides reduce falls and minimize injury to their clients by increasing their awareness of the risk factors for common falls and by enhancing their communication skills. Specifically, participants build on their existing knowledge and skills by strengthening their “observe, record, report” skills and by developing communication skills that help them address with their clients how to reduce the risk of falling. This curriculum -- a joint project between PHI and the National Council on Aging -- consists of two three-hour in-service trainings. In addition, each session includes optional pre- and post-testing as well as warm-up and closing activities that can add an additional hour to the training. A complete facilitator guide and handouts for all sessions can be downloaded at the link above. This project was funded by the U.S. Department of Labor’s Education and Training Administration.

**PHI – Adult Abuse and Neglect Prevention Training**
Twelve modules, each 60 minutes long, focus on developing skills to prevent abuse and neglect, as well as other communications and relational skills. These modules:
- Use adult learner-centered approaches that actively engage participants in learning;
- Are easy to use by educators for in-services in a wide variety of long-term care settings; and
- Can be used as stand-alone training, though they are ideally taught consecutively to effectively address abuse and neglect.

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Chapter 5: Eldercare Workforce Alliance Resources

A well-trained and supported workforce and supported family caregivers is the best way to promote healthy living, and prevent as many unintentional injuries as possible. Currently, the federally funded the Public Health Service Act’s Title VII and VIII geriatrics health professions training programs and the Older Americans Act’s family caregiver support programs help to promote quality care for America’s older adults through a well-trained and supported workforce. Listed below are issue briefs that demonstrate the central role a well-trained and supported workforce plays in promoting the health, safety and well-being of older adults and address policies that work to improve the eldercare workforce capacity and training. To access each resource, click on the title of the resource.

**Care Coordination and Older Adults Issue Brief by Eldercare Workforce Alliance (EWA) & National Coalition on Care Coordination (N3C)**
In effective care coordination models, the interdisciplinary care team includes the consumer, family caregivers, primary care provider, and other health care professionals who work to improve communication, resulting in improved individual well-being and outcomes.

**Care Models Must be Well-Coordinated, Person-Directed and Family-Focused**
The Eldercare Workforce Alliance created a set of principles that should be integrated into the design of models of care for projects and demonstrations serving older adults.

**Caring for an Aging America: Meeting the Health Care Needs of Older Adults**
This consumer oriented issue brief explains why preparing the workforce to care for an aging population is so critical.

**Geriatrics Workforce Shortage: A Looming Crisis for Our Families**
The current health care system is already overwhelmed by demands for geriatric care. Those specializing in the care of older adults cannot meet the current demand let alone the projected needs for eldercare.

**State of the States: Eldercare Workforce Data by State**
These issue briefs look at the eldercare workforce and population data by state. Examining the growing number of older adults and the workforce trained to care for them, these issue briefs highlight the need for eldercare workforce training investments and supports for family caregivers.

**Eldercare: How America's Solution to the Jobs Crisis Can Lead to Better Care for Older Adults**
Eldercare, the fastest-growing employment sector within the health care industry, includes two of the fastest growing U.S. occupations. This brief looks at strengthening eldercare occupations as not only vital to our social infrastructure and improving the quality of care, but also has the potential to drive long-term economic growth.

**Title VII and VIII Programs Preparing the Eldercare Workforce to Care for our Nation's Older Adults**
The Public Health Service Act Title VII and Title VIII Geriatrics Health Professions programs increase the number of faculty with geriatrics expertise in a variety of disciplines including physicians, nurses, social workers, dentists, psychologists, pharmacists, and allied health professionals in academic geriatrics who provide training in clinical geriatrics including the training of interdisciplinary teams of health professionals. These offer critically important geriatrics training to the entire healthcare workforce.
Caring for Dually-Eligible Older Adults
These issue briefs, which include state-level data, discuss the eldercare workforce needs of caring for this unique population of older adults eligible for both Medicare and Medicaid.

Sequestration, Older Adults, and the Eldercare Workforce
This issue brief explores how the sequester and/or alternatives under consideration would affect services for older adults and the supply of qualified professionals available to care for them.
Chapter 6: Member Organization Expert Contacts

<table>
<thead>
<tr>
<th>Member Organizations</th>
<th>Expertise</th>
<th>Media Contact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eldercare Workforce Alliance</td>
<td>Workforce issues, interdisciplinary team care, eldercare training</td>
<td>Katy Barnett</td>
</tr>
<tr>
<td></td>
<td></td>
<td><a href="mailto:kbarrett@eldercareworkforce.org">kbarrett@eldercareworkforce.org</a> 201-505-4817</td>
</tr>
<tr>
<td>John. A. Hartford Foundation</td>
<td>Supporting efforts to improve the health of older Americans.</td>
<td>Marcus Escobeda</td>
</tr>
<tr>
<td></td>
<td></td>
<td><a href="mailto:marcus.escobedo@jhartfound.org">marcus.escobedo@jhartfound.org</a></td>
</tr>
<tr>
<td>AARP</td>
<td>Healthcare, employment security, family caregivers, seniors and retirement planning</td>
<td>Allyson Funk</td>
</tr>
<tr>
<td></td>
<td></td>
<td><a href="mailto:afunk@aarp.org">afunk@aarp.org</a></td>
</tr>
<tr>
<td></td>
<td></td>
<td>202-434-2560</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Nancy Thompson</td>
</tr>
<tr>
<td></td>
<td></td>
<td><a href="mailto:nthompson@aarp.org">nthompson@aarp.org</a></td>
</tr>
<tr>
<td>Alzheimer's Association</td>
<td>Voluntary health organization in Alzheimer's care, support &amp; research</td>
<td><a href="mailto:media@alz.org">media@alz.org</a></td>
</tr>
<tr>
<td></td>
<td></td>
<td>312-335-4078</td>
</tr>
<tr>
<td>Alzheimer's Foundation of America</td>
<td>Resources and services for individuals with Alzheimer's disease and related illnesses, as well as for family and professional caregivers.</td>
<td>Amanda Secor</td>
</tr>
<tr>
<td></td>
<td></td>
<td><a href="mailto:asecor@alzfdn.org">asecor@alzfdn.org</a></td>
</tr>
<tr>
<td></td>
<td></td>
<td>866-232-8484 x121</td>
</tr>
<tr>
<td>American Academy of Nursing</td>
<td>Nursing education management, practice and research, promoting health aging, human development.</td>
<td>Michael Marriott</td>
</tr>
<tr>
<td></td>
<td></td>
<td><a href="mailto:michael_marriott@aannet.org">michael_marriott@aannet.org</a></td>
</tr>
<tr>
<td>American Association for Geriatric Psychiatry</td>
<td>Geriatric psychiatry, mental health and well-being of older people, professional education, career development for clinicians, educators, research in geriatric psychiatry and mental health</td>
<td>Kate McDuffie</td>
</tr>
<tr>
<td></td>
<td></td>
<td><a href="mailto:Kmdcduffie@aagponline.org">Kmdcduffie@aagponline.org</a></td>
</tr>
<tr>
<td></td>
<td></td>
<td>301-654-7850</td>
</tr>
<tr>
<td>American Geriatrics Society**</td>
<td>Improving the health, senior independence, quality of life, patient care, aging research, professional and public education</td>
<td>Jillian Lubarsky Akavan</td>
</tr>
<tr>
<td></td>
<td></td>
<td><a href="mailto:jakavan@americangeriatrics.org">jakavan@americangeriatrics.org</a></td>
</tr>
<tr>
<td></td>
<td></td>
<td>212-308-1414</td>
</tr>
<tr>
<td>American Health Care Association and National Center for Assisted Living</td>
<td>Assisted living, professional development, nursing home quality, public education, person-centered care</td>
<td>Lisa Gluckstern</td>
</tr>
<tr>
<td></td>
<td></td>
<td><a href="mailto:lgluckstern@ncal.org">lgluckstern@ncal.org</a></td>
</tr>
<tr>
<td></td>
<td></td>
<td>202-898-2825</td>
</tr>
<tr>
<td>AMDA – The Society for Post-Acute and Long-Term Care Medicine</td>
<td>Advocacy, professional development, credentialing of Certified Medical Directors in Long Term Care, and, clinical, management, legislative, regulatory, and quality improvement affairs of the post-acute/long-term care interdisciplinary team.</td>
<td>Perry Gwen Meyers</td>
</tr>
<tr>
<td></td>
<td></td>
<td><a href="mailto:pmeyers@amda.com">pmeyers@amda.com</a></td>
</tr>
<tr>
<td></td>
<td></td>
<td>410-740-9743</td>
</tr>
<tr>
<td>American Nurses Association</td>
<td>Nursing, nursing practice, nursing rights in workplace, healthcare</td>
<td>Adam Sachs</td>
</tr>
<tr>
<td></td>
<td></td>
<td><a href="mailto:Adam.sachs@ana.org">Adam.sachs@ana.org</a></td>
</tr>
<tr>
<td></td>
<td></td>
<td>301-628-5034</td>
</tr>
</tbody>
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| **American Physical Therapy Association** | Physical therapists, physical therapist assistants, physical therapy education, healthcare, quality, practice, research, awareness, public education | Erin Wendel  
[erinwendel@apta.org](mailto:erinwendel@apta.org)  
703-706-3397 |
|---|---|---|
| **American Psychological Association** | Psychology, provision of mental, behavioral, and health care, assessment, research to benefit society and improve older people’s lives, integrated health care, prevention, and public and professional education and training | Press Contact:  
Lisa Bowen  
[lbowen@apa.org](mailto:lbowen@apa.org)  
202-336-5700 |
| **American Society of Consultant Pharmacists** | Medication management, improved health outcomes for older adults, long term care, research | Christine Polite  
[cpolite@ascp.com](mailto:cpolite@ascp.com)  
703-739-1300x134 |
| **American Society on Aging** | Professional education, diversity and leadership development in aging | Betsy Dorsett  
415-974-9635  
[bdorsett@asaging.org](mailto:bdorsett@asaging.org) |
| **Caring Across Generations** | Older adults, people with disabilities, home care workforce, family caregivers, high quality, dignified, and affordable care, long-term services and supports, long term care insurance, Medicaid, paid family and medical leave, standards for training or certification, immigration reform. | Janet Kim  
917-596-5519  
[janet@caringacrossgenerations.org](mailto:janet@caringacrossgenerations.org) |
| **Coalition of Geriatric Nursing Organizations*** | Coalition of Geriatric Nursing Organizations: Geriatric nursing, accessibility, evidence-based practice, and high quality, person-centered care  
American Assisted Living Nurses Association: Nursing in assisted living, promote effective nursing practice in assisted living  
American Association for Long Term Care Nursing: Long term care nursing best practices, consumer education, certificate programs for long term care  
American Association of Nurse Assessment Coordination: Long-term care nursing, MDS assessment, nurse leadership  
Gerontological Advanced Practice Nurses Association: Advanced practice nursing, gerontological care, older adults, practice, outcomes, education and technology | CGNO: Sarah Burger  
[sburger@rcn.com](mailto:sburger@rcn.com)  
202-319-2611  
AALNA: Anne Zimmerman  
[azimmerman@alnursing.org](mailto:azimmerman@alnursing.org)  
951-677-8596  
AALTCN: Charlotte Eliopoulos  
[charlotte@ltcnursing.org](mailto:charlotte@ltcnursing.org)  
410-665-2158  
AANAC: Diane Carter  
[dcart@aanac.org](mailto:dcart@aanac.org)  
800-768-1880  
GAPNA: Erin Fisher  
[erin.fisher@aij.com](mailto:erin.fisher@aij.com)  
212-998-5320  
HIGN: Yamilee Bazile  
[Yamilee.bazile@nyu.edu](mailto:Yamilee.bazile@nyu.edu)  
212-998-5320  
NADONA: Sherrie Dornberger  
[sherriedornberger@comcast.net](mailto:sherriedornberger@comcast.net)  
800-222-0539 |

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The Hartford Institute for Geriatric Nursing: Geriatric nursing, education, practice, research, policy, consumer education, interdisciplinary care
National Association of Directors of Nursing Administration in Long Term Care: Long term care continuum, QAPI, nurse administrators, plans of corrections, C-Diff, MRSA infection prevention
National Gerontological Nursing Association: Nursing professionals, improve nursing care for older adults, high-quality and competent health care workforce

<table>
<thead>
<tr>
<th>The Eldercare Workforce Alliance</th>
<th>NGNA: Brian Doty</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resources included in the Eldercare Workforce Alliance Older Americans Month Toolkit do not indicate endorsement by the Alliance or individual Alliance member organizations.</td>
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</tr>
<tr>
<td><a href="#">Image</a></td>
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<td>[54x57]Statements reflect the consensus of the Alliance and do not necessarily represent the position of individual Alliance member organizations. The resources included in the Eldercare Workforce Alliance Older Americans Month Toolkit do not indicate endorsement by the Alliance or individual Alliance member organizations. The Eldercare Workforce Alliance is a project of The Tides Center.</td>
<td></td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Council on Social Work Education</th>
<th>Acceding agency for social work education, accreditation standards, professional practice work, research, faculty development, international collaboration, social work research</th>
</tr>
</thead>
</table>
| Lydell Thomas                    | lthomas@cswe.org  
|                                  | 703-683-8080 |

<table>
<thead>
<tr>
<th>Direct Care Alliance</th>
<th>Direct care workers, home health, workforce, long-term care, labor protections, chronic care, training and credentialing</th>
</tr>
</thead>
</table>
| Press Contact:                   | Elise Nakhnikian  
|                                  | Enakhnikian@directcarealliance.org  
|                                  | 212-823-7434  
|                                  | Cell: 646-823-7434 |
| Experts:                         | Carla Washington  
|                                  | cwash@directcarealliance.org  
|                                  | 212-730-0741  
|                                  | Jessica Brill Ortiz  
|                                  | jbrillortiz@directcarealliance.org  
|                                  | 202-236-4593 |

<table>
<thead>
<tr>
<th>Family Caregiver Alliance</th>
<th>Family caregivers, long-term care, national, state and local supports for caregivers, caregiver resources</th>
</tr>
</thead>
</table>
| Leah Eskenazi                    | media@caregiver.org  
|                                  | 415-434-3388 |

<table>
<thead>
<tr>
<th>Gerontological Society of America**</th>
<th>Research, education and practice in field of education, interdisciplinary care, research on aging, international aging, mentorship and networking</th>
</tr>
</thead>
</table>
| Todd Kluss                         | tkluss@geron.org  
|                                    | 202-587-2839 |

<table>
<thead>
<tr>
<th>LeadingAge</th>
<th>Aging services, nonprofit long term care providers, research, international aging</th>
</tr>
</thead>
</table>
| Emily Wilson                       | 202-508-9492  
| Lauren Shaham                      | 202-508-1219 |

<table>
<thead>
<tr>
<th>National Alliance for Caregiving</th>
<th>Family caregivers, research, policy analysis, national caregiver support programs, caregiving coalitions, international caregiving</th>
</tr>
</thead>
</table>
| Grace Whiting                     | gracewhiting@caregiving.org  
|                                    | 301-718-8444 |

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<table>
<thead>
<tr>
<th>Organization</th>
<th>Expertise</th>
<th>Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>National Association for Geriatric Education</td>
<td>Healthcare professionals, Geriatric Education Centers, Geriatric Academic</td>
<td>Elyse Perweiler</td>
</tr>
<tr>
<td></td>
<td>Career Awards, Fellowship Programs in Geriatric Medicine, Dentistry,</td>
<td><a href="mailto:perweiea@rowan.edu">perweiea@rowan.edu</a></td>
</tr>
<tr>
<td></td>
<td>behavioral Mental Health</td>
<td></td>
</tr>
<tr>
<td>National Consumer Voice for Quality Long-</td>
<td>Long term services and supports, nursing homes, quality, consumer issues</td>
<td>Robyn Grant</td>
</tr>
<tr>
<td>Term Care</td>
<td>in LTC, tools for consumers, families, caregivers, advocates and</td>
<td><a href="mailto:rgrant@theconsumervoice.org">rgrant@theconsumervoice.org</a></td>
</tr>
<tr>
<td></td>
<td>ombudsmen, direct care workers, best practices in quality care delivery</td>
<td></td>
</tr>
<tr>
<td>National Cooperative Bank</td>
<td>Supporting underserved communities and cooperative expansion initiatives</td>
<td>Robert Jenkens</td>
</tr>
<tr>
<td></td>
<td></td>
<td><a href="mailto:rjenkens@ncb.coop">rjenkens@ncb.coop</a></td>
</tr>
<tr>
<td>National Council on Aging</td>
<td>Nonprofit service and advocacy for older adults, health, economic security,</td>
<td>Jean Van Ryzin</td>
</tr>
<tr>
<td></td>
<td>advocacy, research</td>
<td><a href="mailto:jean.vanryzin@ncoa.org">jean.vanryzin@ncoa.org</a></td>
</tr>
<tr>
<td>National Hispanic Council on Aging</td>
<td>Hispanic older adults, families and caregivers, research, seniors</td>
<td>Brittany Caballero</td>
</tr>
<tr>
<td></td>
<td>economic security, health, housing</td>
<td><a href="mailto:bcbellero@nhcoa.org">bcbellero@nhcoa.org</a></td>
</tr>
<tr>
<td>NCB Capital Impact/THE GREEN HOUSE® Project</td>
<td>Long term care, skilled nursing care, direct care staff</td>
<td>David Farrell</td>
</tr>
<tr>
<td></td>
<td></td>
<td>703-647-2311</td>
</tr>
<tr>
<td></td>
<td></td>
<td><a href="mailto:greenhouse@ncbcapitalimpact.org">greenhouse@ncbcapitalimpact.org</a></td>
</tr>
<tr>
<td>PHI - Quality Care through Quality Jobs</td>
<td>Direct care workers, training, research, quality care, advocacy,</td>
<td>Deane Beebe</td>
</tr>
<tr>
<td></td>
<td>supervision practices, recruitment, person-centered care</td>
<td><a href="mailto:dbeebe@phinational.org">dbeebe@phinational.org</a></td>
</tr>
<tr>
<td>SEIU Healthcare</td>
<td>Direct care workers, workers’ rights, equality</td>
<td>Tyler Prell</td>
</tr>
<tr>
<td></td>
<td></td>
<td><a href="mailto:tyler.prell@seiu.org">tyler.prell@seiu.org</a></td>
</tr>
<tr>
<td>Social Work Leadership Institute</td>
<td>Coordinated care, workforce training, high quality health and social</td>
<td>Patricia Volland</td>
</tr>
<tr>
<td></td>
<td>services, home and community based care, research</td>
<td><a href="mailto:pv116@hunter.cuny.edu">pv116@hunter.cuny.edu</a></td>
</tr>
<tr>
<td>Federal Liaisons</td>
<td>Expertise</td>
<td>Media Contact</td>
</tr>
<tr>
<td>US Department of Veterans Affairs</td>
<td>Veterans, family caregivers</td>
<td><a href="mailto:Va.media.relations@va.gov">Va.media.relations@va.gov</a></td>
</tr>
<tr>
<td>Administration for Community Living</td>
<td>Aging, disability, community supports, research, caregivers</td>
<td>202-357-3507</td>
</tr>
</tbody>
</table>

* The additional organizations listed are members of the Coalition for Geriatric Nursing Organizations, to see a full list of members click here.
** EWA co-conveners

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## Chapter 7: Member Organization Social Media List

<table>
<thead>
<tr>
<th>Member Organizations</th>
<th>Twitter Handle</th>
<th>Facebook Page</th>
<th>LinkedIn Page</th>
</tr>
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<tbody>
<tr>
<td>EWA Member Twitter List</td>
<td>twitter.com/ElderCareTeam/lists/ewa-members</td>
<td></td>
<td></td>
</tr>
<tr>
<td>EWA LinkedIn Group</td>
<td>linkedin.com/company/eldercare-workforce-alliance</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Member Organizations</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Eldercare Workforce Alliance</td>
<td>@EldercareTeam</td>
<td>facebook.com/eldercarealliance</td>
<td>linkedin.com/company/eldercare-workforce-alliance</td>
</tr>
<tr>
<td>John A. Hartford Foundation</td>
<td>@JHartfound</td>
<td>Facebook.com/jhartfound</td>
<td>Linkedin.com/company/the-john-a.-hartford-foundation</td>
</tr>
<tr>
<td>AARP</td>
<td>@AARP</td>
<td>facebook.com/AARP</td>
<td>linkedin.com/company/aarp</td>
</tr>
<tr>
<td>Alzheimer's Association</td>
<td>@alzassociation</td>
<td>facebook.com/actionalz</td>
<td>linkedin.com/company/alzheimer’s-association</td>
</tr>
<tr>
<td>Alzheimer’s Foundation of America</td>
<td>@alzfdn</td>
<td>facebook.com/Alzheimer%27sFoundationofAmerica</td>
<td>linkedin.com/company/alzheimer%27s-foundation-of-america</td>
</tr>
<tr>
<td>American Academy of Nursing</td>
<td>@AAN_Nursing</td>
<td>facebook.com/americanacademyofnursing</td>
<td>linkedin.com/company/american-academy-of-nursing</td>
</tr>
<tr>
<td>American Association for Geriatric Psychiatry</td>
<td>@GeriPsyc</td>
<td>facebook.com/pages/American-Association-for-Geriatric-Psychiatry-AAGP</td>
<td>linkedin.com/company/american-association-for-geriatric-psychiatry</td>
</tr>
<tr>
<td>American Geriatrics Society **</td>
<td>@AmerGeriatrics</td>
<td>facebook.com/AmericanGeriatricsSociety</td>
<td>linkedin.com/company/american-geriatrics-society</td>
</tr>
<tr>
<td>American Health Care Association and National Center for Assisted Living</td>
<td>@ahcancl</td>
<td>facebook.com/ahcancl</td>
<td>linkedin.com/company/american-health-care-association</td>
</tr>
<tr>
<td>AMDA – The Society for Post-Acute and Long-Term Care Medicine</td>
<td>@AMDALTCMedicine</td>
<td>facebook.com/AmdaDedicatedToLongTermCare</td>
<td>linkedin.com/company/american-medical-directors-association-amda-</td>
</tr>
<tr>
<td>American Nurses Association</td>
<td>@ANANursingWorld</td>
<td>facebook.com/AmericanNursesAssociation</td>
<td>linkedin.com/company/american-nurses-association</td>
</tr>
<tr>
<td>American Physical Therapy Association</td>
<td>@APTAtweets</td>
<td>facebook.com/APTAfans</td>
<td>linkedin.com/groups/American-Physical-Therapy-Association</td>
</tr>
<tr>
<td>American Psychological Association</td>
<td>@DrGwenPKeita</td>
<td>Facebook.com/Americanpsychologicalassociation</td>
<td>linkedin.com/company/american-psychological-association</td>
</tr>
</tbody>
</table>

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<table>
<thead>
<tr>
<th>Organization</th>
<th>@Username</th>
<th>Website</th>
<th>LinkedIn</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Society of Consultant Pharmacists</td>
<td>@ASCPharm</td>
<td>facebook.com/americansocietyofconsultantpharmacists</td>
<td>linkedin.com/groups/American-Society-Consultant-Pharmacists</td>
</tr>
<tr>
<td>American Society on Aging</td>
<td>@ASAgeing</td>
<td>facebook.com/asaging</td>
<td>linkedin.com/company/americansociety-on-aging</td>
</tr>
<tr>
<td>Caring Across Generations</td>
<td>@CaringAcrossGen</td>
<td>facebook.com/caringacrossgenerations</td>
<td></td>
</tr>
<tr>
<td></td>
<td>NADONA: @NADONA</td>
<td>AANAC:facebook.com/AmericanAssociationOfNurseAssessmentCoordination</td>
<td></td>
</tr>
<tr>
<td></td>
<td>HIGN: @HartfordInst</td>
<td>GAPNA: facebook.com/GAPNA</td>
<td></td>
</tr>
<tr>
<td></td>
<td>NGNA: @NgnnaOrg</td>
<td>HIGN: facebook.com/HartfordInstituteNYU</td>
<td></td>
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<td>NADONA: facebook.com/pages/NADONALTC</td>
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<td>NGNA: facebook.com/pages/NGNA-National-Gerontological-Nursing-Association</td>
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<tr>
<td>Council on Social Work Education</td>
<td>@CSocialWorkEd</td>
<td>Facebook.com/pages/CSWE-Annual-Program-Meeting</td>
<td>LinkedIn.com/company/council-on-social-work-education</td>
</tr>
<tr>
<td>Direct Care Alliance</td>
<td>@DCAorg</td>
<td>facebook.com/DirectCareAlliance</td>
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<td>Family Caregiver Alliance</td>
<td>@CaregiverAlly</td>
<td>facebook.com/FamilyCaregiverAlliance</td>
<td>linkedin.com/company/family-caregiver-alliance</td>
</tr>
<tr>
<td>Gerontological Society of America**</td>
<td>@geronsociety</td>
<td>facebook.com/geronsociety</td>
<td>linkedin.com/company/the-gerontological-society-of-america</td>
</tr>
<tr>
<td>LeadingAge</td>
<td>@LeadingAge</td>
<td>facebook.com/LeadingAge</td>
<td>linkedin.com/company/aahsa</td>
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<tr>
<td>National Alliance for Caregiving</td>
<td>@NA4Caregiving</td>
<td>facebook.com/NA4Caregiving</td>
<td>linkedin.com/company/national-alliance-for-caregiving</td>
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<td>National Association for Geriatric Education</td>
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Statements reflect the consensus of the Alliance and do not necessarily represent the position of individual Alliance member organizations. The resources included in the Eldercare Workforce Alliance Older Americans Month Toolkit do not indicate endorsement by the Alliance or individual Alliance member organizations. The Eldercare Workforce Alliance is a project of The Tides Center.
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<th>Organization</th>
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<th>LinkedIn Page</th>
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<td>National Consumer Voice for Quality Long-Term Care</td>
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<tr>
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<td>linkedin.com/company/national-council-on-aging</td>
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<td>National Hispanic Council on Aging</td>
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<td>linkedin.com/company/national-hispanic-council-on-aging-nhcoa</td>
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<tr>
<td>NCB Capital Impact/THE GREEN HOUSE® Project</td>
<td>@GreenHouseProj</td>
<td>facebook.com/TheGreenHouseProject</td>
<td>linkedin.com/groups/greenhouseproject</td>
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<tr>
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<td>linkedin.com/company/phinnational</td>
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<td>SEIU Healthcare</td>
<td>@SEIU</td>
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**Federal Liaisons**

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<td>facebook.com/VeteransHealth</td>
<td>linkedin.com/company/department-of-veterans-affairs</td>
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<td>Administration for Community Living</td>
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*The additional organizations listed are members of the Coalition for Geriatric Nursing Organizations, to see a full list of members click here.

** EWA co-conveners