Pathway to the Future: How Workforce Development and Quality Jobs Can Promote Quality Care
# Table of Contents

## TAB 1: Symposium Logistics

<table>
<thead>
<tr>
<th>Item</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Symposium Agenda</td>
<td></td>
</tr>
<tr>
<td>One Page Version</td>
<td>1-1</td>
</tr>
<tr>
<td>Full Version</td>
<td>1-2</td>
</tr>
<tr>
<td>Hotel Orientation Map</td>
<td>1-7</td>
</tr>
<tr>
<td>Participant List</td>
<td>1-8</td>
</tr>
<tr>
<td>Speaker Biographies</td>
<td>1-21</td>
</tr>
<tr>
<td>Acronyms</td>
<td>1-27</td>
</tr>
</tbody>
</table>

## TAB 2: Background Materials (separate file http://aspe.hhs.gov/daltcp/reports/04cfpk02.pdf)

<table>
<thead>
<tr>
<th>Item</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nursing Aides, Home Health Aides, and Related Health Care Occupations -- Executive Summary [Health Resources and Services Administration]</td>
<td>2-1</td>
</tr>
<tr>
<td>The Future Supply of Long-Term Care Workers in Relation to the Aging Baby Boom Generation: Report to Congress -- Executive Summary [Department of Health and Human Services and Department of Labor]</td>
<td>2-10</td>
</tr>
<tr>
<td>Results of the 2003 National Survey of State Initiatives on the Long-Term Direct-Care Workforce [Paraprofessional Healthcare Institute and North Carolina Department of Health and Human Services]</td>
<td>2-13</td>
</tr>
<tr>
<td>Federal Workforce Development Programs: A New Opportunity for Recruiting and Retaining Direct Care Workers in the Long-Term Care Field [Charissa Raynor]</td>
<td>2-16</td>
</tr>
<tr>
<td>President's High Growth Job Training Initiative: Health Care Industry [Employment and Training Administration]</td>
<td>2-46</td>
</tr>
<tr>
<td>President's High Growth Job Training Initiative: Health Care Industry Demonstration Grants [Employment and Training Administration]</td>
<td>2-48</td>
</tr>
<tr>
<td>Keeping America in Business: Advancing Workers, Businesses, and Economic Growth [102nd American Assembly]</td>
<td>2-64</td>
</tr>
<tr>
<td>Recent Findings on Frontline Long-Term Care Workers: A Research Synthesis 1999-2003 [Lauren Harris-Kojetin, Debra Lipson, Jean Fielding, Kristen Kiefer and Robyn I. Stone]</td>
<td>2-76</td>
</tr>
<tr>
<td>Recruiting and Retaining a Quality Paraprofessional Long-Term Care Workforce: Building Collaboratives with the Nation’s Workforce Investment System [Michael Fishman, Burt Barnow, Asaph Glosser and Karen Gardiner]</td>
<td>2-99</td>
</tr>
</tbody>
</table>
Why Workforce Development Should Be Part of the Long-Term Care Quality Debate
[Robyn Stone, Steven Dawson and Mary Harahan] ........................................ 2-116

Selecting a Model or Choosing Your Own Culture [Robyn Stone] ......................... 2-125

---

**TAB 3: SPEAKER PRESENTATIONS** (separate file http://aspe.hhs.gov/daltcp/reports/04cfpk03.pdf)

<table>
<thead>
<tr>
<th>Plenary Two: Linking Staffing and Quality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Linking Workforce Development to Long-Term Care Quality [Robyn Stone] .................. 3-1</td>
</tr>
<tr>
<td>Home Care: Does a Better Workforce = Better Care? [A.E. Benjamin] ......................... 3-4</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Plenary Three: Connecting Workforce Development Initiatives, Individual Economic Opportunity and Quality Care</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recruiting and Retaining a Quality Paraprofessional Workforce: Building Collaboratives with the Workforce Investment System [Michael Fishman and Burt Barnow] .................. 3-9</td>
</tr>
<tr>
<td>Good Samaritan Career Lattice Project [Lloyd Schipper] ........................................................................ 3-15</td>
</tr>
<tr>
<td>Healthcare Partnerships in Northern Indiana [Juan Manigault] ......................................................... 3-19</td>
</tr>
<tr>
<td>Extended Care Career Ladder Initiative (ECCLI) [Charles Bodhi] ..................................................... 3-24</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Plenary Four: The Impact of Workforce Improvement Initiatives on Workforce Recruitment and Retention</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Impact of Workforce Improvement Initiatives on Workforce Recruitment and Retention [Patsy Harris] .......................................................... 3-26</td>
</tr>
<tr>
<td>Pathways to Better Care: Investing in the Long-Term Care Workforce [Debra Lipson] ..................... 3-29</td>
</tr>
<tr>
<td>Workforce Improvement Initiatives to Improve Workforce Retention: What is the Evidence Base? [Lauren Harris-Kojetin] ........................................................................ 3-33</td>
</tr>
<tr>
<td>The National Clearinghouse on the Direct Care Workforce [Vera Salter] ........................................ 3-38</td>
</tr>
<tr>
<td>The Impact of Workforce Initiatives on Recruitment, Training, and Retention [Michael Elsas] ........ 3-42</td>
</tr>
<tr>
<td>Nursing Home Workforce and Quality [John Schnelle] ........................................................................ 3-45</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other Presentations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long-term Care Professionals: National and Local Workforce Shortages and Data Needs [Jean Moore] ......................................................... 3-49</td>
</tr>
</tbody>
</table>
Symposium Logistics
# PATHWAY TO THE FUTURE: HOW WORKFORCE DEVELOPMENT AND QUALITY JOBS CAN PROMOTE QUALITY CARE

## Conference at a Glance

### Sunday, May 23

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>5:30 - 7:30</td>
<td>Welcome Reception</td>
</tr>
</tbody>
</table>

### Monday, May 24

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:30 - 8:00</td>
<td>Continental Breakfast</td>
</tr>
<tr>
<td>8:00 - 9:00</td>
<td>PLENARY ONE: “Welcome and Conference Overview”</td>
</tr>
<tr>
<td>9:00 - 10:15</td>
<td>PLENARY TWO: “Linking Staffing and Quality”</td>
</tr>
<tr>
<td>10:15 - 10:30</td>
<td>Break</td>
</tr>
<tr>
<td>10:30 - 11:45</td>
<td>Small Group Break Out Sessions</td>
</tr>
</tbody>
</table>
| 11:45 - 1:30 | Lunch  
Secretary Elaine L. Chao  
KEYNOTE SPEAKER: Governor Kempthorne, Idaho |
| 1:30 - 1:45 | Break                                               |
| 1:45 - 3:30 | PLENARY THREE: “Connecting Workforce Development Initiatives, Individual Economic Opportunity and Quality Care” |
| 3:30 - 3:45 | Break                                               |
| 3:45 - 5:15 | Small Group Break Out Sessions                     |
| 5:15 - 6:15 | Break                                               |
| 6:30 - 7:30 | Dinner  
“HEARTWORK” Presentation                           |

### Tuesday, May 25

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:00 - 9:00</td>
<td>Continental Breakfast</td>
</tr>
<tr>
<td>9:00 - 9:15</td>
<td>PLENARY FOUR: “National and Local Workforce Shortages and Data Needs”</td>
</tr>
<tr>
<td>9:15 - 10:15</td>
<td>PLENARY FOUR: “The Impact of Workforce Improvement Initiatives on Workforce Recruitment and Retention”</td>
</tr>
<tr>
<td>10:15 - 10:30</td>
<td>Break</td>
</tr>
<tr>
<td>10:30 - 12:15</td>
<td>PLENARY FOUR (continued)</td>
</tr>
<tr>
<td>12:15 - 12:30</td>
<td>Break</td>
</tr>
<tr>
<td>12:30 - 2:30</td>
<td>Working Lunch -- Small Group Breakout Sessions</td>
</tr>
<tr>
<td>2:30 - 2:45</td>
<td>Break</td>
</tr>
<tr>
<td>2:45 - 3:30</td>
<td>Concluding Session</td>
</tr>
</tbody>
</table>
**Agenda**

**Sunday, May 23, 2004**

5:30 p.m. - 7:30 p.m.

**Welcome Reception**
- Hosted by John Hoff
- Deputy Assistant Secretary for Disability, Aging and Long-Term Care Policy
- Office of the Assistant Secretary for Planning and Evaluation
- Department of Health and Human Services

**Monday, May 24, 2004**

7:30 a.m. - 8:00 a.m.

**Continental Breakfast**

8:00 a.m. - 9:00 a.m.

**PLENARY ONE: “Welcome and Conference Overview”**

8:00 a.m. - 8:20 a.m.
- **John Hoff**
  - Deputy Assistant Secretary for Disability, Aging and Long-Term Care Policy, Office of the Assistant Secretary for Planning and Evaluation, Department of Health and Human Services

8:20 a.m. - 8:30 a.m.
- **David E. Gray**
  - Acting Assistant Secretary for Policy, Department of Labor

8:30 a.m. - 8:50 a.m.
- **Robyn Stone**
  - Executive Director, Institute for the Future of Aging Services

8:50 a.m. - 9:00 a.m.
- **Steven Dawson**
  - President, Paraprofessional Healthcare Institute

8:50 a.m. - 9:00 a.m.

** Audience Questions and Comments**
9:00 a.m. - 10:15 a.m.

**PLENARY TWO: “Linking Staffing and Quality”**

- **Robyn Stone**  
  Executive Director, Institute for the Future of Aging Services  
  *Overview and Introduction*

- **Ted Benjamin**  
  Professor, Department of Social Welfare, University of California Los Angeles  
  *The Direct Care Workforce and the Quality of Care*

- **Larry Minnix**  
  President, American Association of Homes and Services for the Aging  
  *Quality Care, Healthy Cultures: Evidence of Success.*

- **Carol Raphael**  
  CEO, Visiting Nurses Service of New York (VNSNY)  
  *The Role of the Direct Care Worker and Quality Care*

**Audience Questions and Comments**

10:15 a.m. - 10:20 a.m.

**Instructions to Small Groups**

- **Andreas Frank**  
  Director, Division of Long-Term Care Policy, Department of Health and Human Services

- **Stephanie Swirsky**  
  Office of the Assistant Secretary for Policy, Department of Labor

10:20 a.m. - 10:30 a.m.

**Break**

10:30 a.m. - 11:45 a.m.

**Small Group Break Out Session 1**

11:45 a.m. - 1:30 p.m.

**Luncheon Address**

Introductory Remarks
- **Elaine E. Chao**  
  Secretary, Department of Labor (invited)

- **Tommy G. Thompson**  
  Secretary, Department of Health and Human Services (invited)

**Keynote**

- **Dirk Kempthorne**  
  Governor, State of Idaho  
  Chair, National Governors Association  
  *A Lifetime of Health and Dignity: Confronting Long-Term Care Challenges in America*
1:30 p.m. - 1:45 p.m.  
**Break**

1:45 p.m. - 3:30 p.m.  
**PLENARY THREE: “Connecting Workforce Development Initiatives, Individual Economic Opportunity and Quality Care”**

1:45 p.m. - 2:00 p.m.  
**Overview Presentation: “Recruiting and Retaining a Quality Paraprofessional Workforce: Building Collaboratives with the Workforce Investment System”**

- **Mike Fishman**  
The Lewin Group

- **Burt Barnow**  
John Hopkins University

2:00 p.m. - 3:30 p.m.  
**Federal, State and Local Workforce Development Initiatives**

- **Gay Gilbert**  
Employment and Training Administration, U.S. Department of Labor  
“Department of Labor’s High Growth Job Training Initiative”

- **Lloyd Schipper**  
Deputy Secretary, South Dakota Department of Labor  
“Good Samaritan Career Lattice Project”

- **Juan Manigault**  
CEO, Northern Indiana Workforce Investment Board  
“Healthcare Partnerships in Northern Indiana”

- **Charles Bodhi**  
Director of Employer Services, Regional Employment Board of Hampden County, Inc.  
“Extended Career Ladders: A Local Workforce Development Perspective”

**Audience Questions and Comments**

3:30 p.m. - 3:45 p.m.  
**Break**

3:45 p.m. - 5:15 p.m.  
**Small Group Break Out Session 2**

5:15 p.m. - 6:15 p.m.  
**Break**  
Possible places to gather: Tower Lounge (Upper Mezzanine) or Federal Bar (Main Lobby Level)
6:30 p.m. – 7:30 p.m.
**Dinner and Presentation:** “HeartWork”

**Introductory Remarks:**
- **Ms. Karen Kulp**
  President, Home Care Associates
- **Ms. Charlotte Hobson**
  Personal Care Attendant, HeartWork Performer

---

**Tuesday, May 25, 2004**

8:00 a.m. - 9:00 a.m.
**Continental Breakfast**
Free networking time for participants

9:00 a.m. - 9:15 a.m.
**Presentation**
- **Jean Moore**
  Center for Health Workforce Studies, SUNY School of Public Health
  “HRSA’s Study on Nursing Aides and Home Health Care Aides”

9:15 a.m. - 10:15 a.m.
**PLENARY FOUR: “The Impact of Workforce Improvement Initiatives on Workforce Recruitment and Retention”**
- **Patsy Harris**
  Executive Director, Direct Care Alliance
  “The Direct Care Alliance”
- **Debra Lipson**
  Deputy Director of Better Jobs, Better Care, Institute for the Future of Aging Services
  “Better Jobs, Better Care”
- **Ruth Katz**
  Office of the Assistant Secretary for Planning and Evaluation, Department of Health and Human Services
  “Department of Health and Human Services Initiatives to Improve the Long-Term Care Workforce”

Audience Questions, Comments

10:15 a.m. - 10:30 a.m.
**Break**
10:30 a.m. - 12:10 p.m.

PLENARY FOUR: “The Impact of Workforce Improvement Initiatives on Workforce Recruitment and Retention” (continued)

• Lauren Harris-Kojetin
  Director of Research, Institute for the Future of Aging Services
  “Research Synthesis on Long-Term Care Workforce Recruitment and Retention Initiatives”

• Vera Salter
  Director, National Clearinghouse on the Direct Care Workforce, Paraprofessional Health Care Institute
  “National Clearinghouse on the Direct Care Workforce”

• Michael Elsas
  President, Cooperative Home Care Associates
  “The Impact of Workforce Initiatives on Recruitment, Training and Retention”

• John Schnelle
  Professor, School of Medicine, UCLA,
  Director, Bourn Center for Gerontological Research
  “Nursing Home Workforce and Quality”

Audience Questions and Comments

12:10 p.m. - 12:30 p.m.
  Break

12:30 p.m. - 2:30 p.m.
  Working Lunch (in Break Out Rooms) and Break Out Session 3

2:30 p.m. - 2:45 p.m.
  Break

2:45 p.m. - 3:45 p.m.
  Concluding Session

4:00 p.m.
  Adjourn
Participant List

Lisa Alecxih, M.P.A.
Vice President
The Lewin Group
3130 Fairview Park Drive, Suite 800
Falls Church, VA 22042
Phone: (703)269-5542
Fax: (703)269-5503
Email: lisa.alecxih@lewin.com

Zenobia Anderson
Certified Home Health Aide
Cooperative Health Care Associates
349 East 149th Street, Fifth Floor
Bronx, NY 10451
Phone: (718)993-7104
Fax: (718)585-6852
Email: carin@paraprofessional.org

Dana Barbieri
U.S. Department of Labor
200 Constitution Avenue, NW
Washington, DC 20210
Phone: (202)693-6151
Fax: (202)693-5960
Email: barbieri.dana@dol.gov

Burt Barnow, Ph.D.
Associate Director for Research
Johns Hopkins University
Institute for Policy Studies
3400 N. Charles Street
Baltimore, MD 21218
Phone: (410)516-5388
Fax: (410)516-8233
Email: barnow@jhu.edu

Cornelia Beck, Ph.D., R.N., F.A.A.N.
University of Arkansas for Medical Sciences
4301 W. Markham, Suite 808
Little Rock, AR 72205
Phone: (501)526-5750
Fax: (501)526-7560
Email: beckcornelia@uams.edu

Ted Benjamin, Ph.D.
Professor
University of California, Los Angeles
School of Public Policy and Social Research
3250 Public Policy Building
Los Angeles, CA 90095-1656
Phone: (310)206-6044
Fax: (310)206-7446
Email: tedbenj@ucla.edu

Linda Bergofsky, M.S.W.
Social Science Analyst
Office of Disability, Aging and Long-Term Care Policy
U.S. Department of Health and Human Services
200 Independence Avenue, SW
Room 424E, H.H. Humphrey Building
Washington, DC 20201
Phone: (202)690-5741
Fax: (202)401-7733
Email: linda.bergofsky@hhs.gov

Brian Biles, M.D.
Professor
George Washington University
2021 K Street, Suite 800
Washington, DC 20006
Phone: (202)416-0066
Fax: (202)416-0075
Email: bbiles@gwu.edu

Christine Bishop, Ph.D.
Professor
Schneider Institute for Health Policy
Brandeis University
415 South Street, Mail Stop 035
Waltham, MA 02454-9110
Phone: (781)736-3942
Fax: (781)736-3905
Email: bishop@brandeis.edu

Carrie Blakeway
The Lewin Group
3130 Fairview Park Drive, Suite 800
Falls Church, VA 22042
Phone: (703)269-5500
Fax: (703)269-5501
Email: carrie.blakeway@lewin.com
Carolyn Blanks
Vice President, Labor and Workforce Development
Massachusetts Extended Care Federation
2310 Washington Street
Newton Lower Falls, MA 02462
Phone: (617)558-0202
Fax: (617)558-3546
Email: cblanks@mecf.org

Charles Bodhi, B.A.
Regional Employment Board of Hampden County, Inc.
1441 Main Street, 1st Floor
Springfield, MA 01103
Phone: (413)755-1361
Fax: (413)755-1364
Email: bodhi@rebhc.org

John Booker, C.N.A.
National Association for Direct Care Workers of Color, Inc.
2425 Poland Street
South Bend, Indiana 46619
Phone: (574)289-9326
Fax: (574)289-9326
Email: bookeru@aol.com

Robert Bowles, Ph.D.
Labor Market Information Division
North Carolina ESC
P.O. Box 25903
Raleigh, NC 27611
Phone: (919)733-2936
Fax: (919)733-8662
Email: robert.bowles@ncmail.net

Diane Braunstein
Program Director
National Governors Association
444 North Capitol Street, Suite 267
Washington, DC 20001-1512
Phone: (202)624-7854
Fax: (202)624-5313
Email: dbraunstein@nga.org

Dale Brown, B.A.
Policy Advisor
Office of Disability Employment Policy
U.S. Department of Labor
200 Constitution Avenue, NW
Room S1011
Washington, DC 20210
Phone: (202)693-7854
Fax: (202)693-4929
Email: brown-dale@dol.gov

Natasha Bryant, M.A.
Institute for the Future of Aging Services
2519 Connecticut Avenue, NW
Washington, DC 20008
Phone: (202)308-1214
Fax: (202)783-4266
Email: nbryant@aahsa.org

Robert Burke, Ph.D.
Acting Chair
George Washington University
2175 K Street, Suite 700
Washington, DC 20037
Phone: (202)467-2288
Fax: (202)467-2289
Email: hsmreb@gwumc.edu

Anne Burns Johnson, M.P.H.
President/CEO
California Association of Homes and Services for the Aging
1315 I Street, Suite 100
Sacramento, CA 95814
Phone: (916)392-5111
Fax: (916)428-4250
Email: aburnsjohnson@aging.org

Donna Calame, J.D.
Executive Director
San Francisco In-Home Supportive Services Public Authority
939 Market Street, Suite 550
San Francisco, CA 94103
Phone: (415)243-4477
Fax: (415)243-4407
Email: dcalame@sfihsspa.org
Joy Calkin, Ph.D., M.Sc.N., D.Sc. (Hon)  
Professor Emerita  
Joy D. Calkin Consulting  
P.O. Box 264  
215 Victoria Street  
Chester, Nova Scotia, Canada B0J 1J0  
Phone: (902) 275-2529  
Fax: (902) 275-5480  
Email: j.calkin@ns.sympatico.ca

Denise Clark  
Supervising Coordinator and Political Action  
Group Coordinator  
Cooperative Health Care Associates  
349 East 149th Street, Fifth Floor  
Bronx, NY 10451  
Phone: (718) 993-7104  
Fax: (718) 585-6852  
Email: dclark@chcany.org

Elaine Cohen, M.S., R.N.  
Chief, Special Projects  
Division of Nursing  
Bureau of Health Professions  
Health Resources and Services Administration  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Room 9-35  
Rockville, MD 20857  
Phone: (301) 443-1405  
Fax: (301) 443-8586  
Email: ecohen@hrsa.gov

Pearl Cunningham  
Certified Home Health Aide  
HomeCare Associates  
1315 Walnut Street  
Philadelphia, PA 10451  
Phone: (267) 238-3213  
Fax:  
Email: kkulp@homecareassociatespa.com

LoriAnn Dancheck  
Research Associate  
Adult Communities Total Services Retirement-Life Communities  
375 Morris Road  
West Point, PA 19486  
Phone: (215) 661-8330  
Fax: (215) 661-8320  
Email: ldancheck@actslife.org

Steven Dawson  
President  
Paraprofessional Healthcare Institute  
349 East 149th Street, 10th Floor  
Bronx, NY 10451  
Phone: (718) 402-7471  
Fax: (718) 585-6852  
Email: steven@paraprofessional.org

Angela Dayton  
Employment and Training Administration  
U.S. Department of Labor  
200 Constitution Avenue, NW  
Suite N4641  
Washington, DC 20210  
Phone: (202) 693-5969  
Fax: (202) 693-3890  
Email: dayton.angela@dol.gov

Arlene deSilva, M.A.  
Chief Executive Officer  
Council on Aging of Southwestern Ohio  
644 Linn Street, Suite 1100  
Phone: (513) 345-8611  
Fax: (513) 651-2534  
Email: desilva@help4seniors.org

Angela Duran, M.P.P.  
Executive Director  
Good Faith Fund  
2304 West 29th Avenue  
Pine Bluff, AR 71603  
Phone: (870) 535-6233 ext.40  
Fax: (870) 535-0741  
Email: aduran@goodfaithfund.org

Steven Edelstein, J.D., A.B.  
National Policy Director  
Paraprofessional Healthcare Institute  
349 East 149th Street, 10th Floor  
Bronx, NY 10451  
Phone: (718) 402-7766  
Fax: (718) 585-6852  
Email: edelstein@paraprofessional.org

Eileen Elias  
Deputy Director  
U.S. Department of Health and Human Services  
200 Independence Avenue, SW  
Room 637D, H.H. Humphrey Building  
Washington, DC 20201  
Phone: (202) 205-1104  
Fax: (202) 260-3053  
Email: eileen.elias@hhs.gov
Michael Elsas  
President  
Cooperative Health Care Associates  
349 East 149th Street, Fifth Floor  
Bronx, NY 10451  
Phone: (718)993-7104  
Fax: (718)993-0971  
Email: melsas@chcany.org

Lenora Evans, C.N.A.  
Jewish Home and Hospital Lifecare System  
c/o Andrea Reshen Bronx Division  
100 West Kingsbridge Road  
Bronx, NY 10468  
Phone: (718)410-1467  
Fax: (718)410-1260  
Email: areshen@jhha.org

Cheryl Feldman, M.S.W.  
Director  
District 1199C Training and Upgrading Fund  
1319 Locust Street  
Philadelphia, PA 19107  
Phone: (215)735-5555  
Fax: (215)735-7910  
Email: cfeldman@1199ctraining.org

Thomas Finch, Ph.D.  
Consultant  
Office of Disability  
U.S. Department of Health and Human Services  
200 Independence Avenue, SW  
Washington, DC 20201  
Phone: (202)401-5844  
Fax: (202)260-3053  
Email: thomas.finch@hhs.gov

Diana Findley  
Executive Director  
Iowa CareGivers Association  
1117 Pleasant Street, Suite 221  
Des Moines, IA 50309  
Phone: (515)241-8697  
Fax: (515)241-8587  
Email: iowacga@aol.com

Michael Fishman, M.Psc., M.P.A.  
Senior Vice President  
The Lewin Group  
3130 Fairview Park Drive, Suite 800  
Falls Church, VA 22042  
Phone: (703)269-5655  
Fax: (703)269-5503  
Email: mike.fishman@lewin.com

Sandra Fitzler, B.S.N.  
Senior Director of Clinical Services  
American Health Care Association  
1201 L Street, NW  
Washington, DC 20005  
Phone: (202)898-6307  
Fax: (202)842-3860  
Email: sfitzler@ahca.org

Brian Forschner, Ph.D.  
President  
Mercy Senior Health and Housing  
Mercy Health Partners  
2950 West Park Drive  
Cincinnati, OH 45238  
Phone: (513)347-8232  
Fax: (513)451-3728  
Email: beforschner@health-partners.org

Andreas Frank  
Director, Division of Long-Term Care Policy  
Office of Disability, Aging and Long-Term Care Policy  
U.S. Department of Health and Human Services  
200 Independence Avenue, SW  
Room 424E, H.H. Humphrey Building  
Washington, DC 20201  
Phone: (202)690-6443  
Fax: (202)401-7733  
Email: andreas.frank@hhs.gov

Elsie French, M.B.A.  
Managing Director  
Adult Communities Total Services Retirement-Life Communities  
6901 SW 18th Street, Suite 301  
Boca Raton, FL 33433  
Phone: (561)362-8377  
Fax: (561)416-1461  
Email: efrench@actslife.org

Suellen Galbraith, M.S.W.  
Director of Government Relations  
American Network of Community Options and Resources  
1101 King Street, Suite 380  
Alexandria, VA 22314-2944  
Phone: (703)535-7850  
Fax: (703)535-7860  
Email: sgalbraith@ancor.org
James Gardner, Ph.D.
President/CEO
Council on Quality and Leadership
100 West Road, Suite 406
Towson, MD 21204
Phone: (410)583-0060
Fax: (410)583-0063
Email: jfgardner@thecouncil.org

Denise Geolot, Ph.D., R.N., F.A.A.N.
Director
Division of Nursing
Health Resources and Services Administration
U.S. Department of Health and Human Services
5600 Fishers Lane, Room 9-35
Rockville, MD 20857
Phone: (301)443-5688
Fax: (301)443-8586
Email: dgeolot@hrsa.gov

Gay Gilbert, J.D., M.S.W.
Director, Business Relation Group
Employment and Training Administration
U.S. Department of Labor
200 Constitution Avenue, NW
Room N4643
Washington, DC 20210
Phone: (202)693-3892
Fax: (202)693-3890
Email: gilbert.gay@dol.gov

Laura Ginsburg, M.A.
Employment and Training Administration
U.S. Department of Labor
200 Constitution Avenue, NW
Suite N4671
Washington, DC 20210
Phone: (202)693-2803
Fax: (202)693-3890
Email: ginsburg.laura@dol.gov

John Grace, M.Sc.
President
Kansas Homes and Services for Aging
217 SE 8th Street
Topeka, KS 66603
Phone: (785)233-7443
Fax: (785)233-9471
Email: jrgrace@kahsa.org

Leslie Grant, Ph.D.
Professor
Department of Health Care Management
Carlson School of Management
University of Minnesota
321 19th Avenue South, 3-150 CSOM
Minneapolis, MN 55455
Phone: (612)624-8844
Fax: (612)624-8804
Email: lgrant@CSOM.umn.edu

Jean Grochowski, M.B.A., B.S.M.E.
MBA Fellow
Employment and Training Administration
Business Relations Group
U.S. Department of Labor
200 Constitution Avenue, NW
Suite N4641
Washington, DC 20210
Phone: (202)693-3592
Fax: (202)693-3890
Email: grochowski.jean@dol.gov

George Gunn, Jr., M.S.
Vice Chairman and CEO
Adult Communities Total Services Retirement- Life Communities
375 Morris Road
West Point, PA 19486
Phone: (215)661-8330
Fax: (215)661-8320
Email: grgunnjr@actslife.org

Gayle Hamilton
MDRC
16 East 34th Street
New York, NY 10516
Phone: (212)340-8665
Fax: (212)532-8511
Email: gayle.hamilton@mdrc.org

Brandy Danielle Harris, M.S., M.A.
Institute for the Future of Aging Services
4221 Waterford Lane
Trussville, AL 35173
Phone: (850)644-7927
Fax: (850)644-2304
Email: bdb4260@fsu.edu
Ruth Katz  
Deputy to the Deputy Assistant Secretary  
Office of Disability, Aging and Long-Term Care Policy  
U.S. Department of Health and Human Services  
200 Independence Avenue, SW  
Room 424E, H.H. Humphrey Building  
Washington, DC 20201  
Phone: (202)690-6443  
Fax: (202)401-7733  
Email: ruth.katz@hhs.gov  

Peter Kemper, Ph.D.  
Professor  
Department of Health Policy and Administration  
College of Health and Human Development  
Pennsylvania State University  
University Park, PA 16802  
Phone: (814)863-2900  
Fax: (814)863-2905  
Email: pkemper@psu.edu  

Kate King, M.P.A.  
Health Insurance Specialist  
CMSO/DEHPG/DCSI  
Centers for Medicare and Medicaid Services  
7500 Security Boulevard, Mail Stop S2-14-26  
Baltimore, MD 21244-1850  
Phone: (410)786-1283  
Fax: (410)786-9004  
Email: kking@cms.hhs.gov  

Thomas Konrad, Ph.D.  
Senior Fellow  
Cecil G. Sheps Center  
National Cancer Institute on Aging  
725 Airport Road, CB 7590  
Chapel Hill, NC 27599-7590  
Phone: (919)966-2501  
Fax: (919)966-3811  
Email: bob_konrad@unc.edu  

Karen Kulp  
HomeCare Associates  
1315 Walnut Street, Suite 832  
Philadelphia, PA 10451  
Phone: (267)238-3213  
Fax: (215)735-0644  
Email: kkulp@homecareassociatespa.com  

Alice LaGuerre, C.N.A.  
Peer Mentoring  
Center for Nursing and Rehabilitation  
596 Prospect Place  
Brooklyn, NY 11238  
Phone: (718)636-1000  
Fax: (718)585-6852  
Email: carin@paraprofessional.org  

Rebekah Lashman, M.B.A.  
Manager of Workforce Partnerships  
Boston Private Industry Council  
2 Oliver Street  
Boston, MA 02109  
Phone: (617)488-1314  
Fax: (617)423-1041  
Email: Rebekah.Lashman@bostonpic.org  

Charlene Liggins, M.P.H., M.P.A.  
Social Science Analyst  
Office of Disability, Aging and Long-Term Care Policy  
U.S. Department of Health and Human Services  
200 Independence Avenue, SW  
Room 424E, H.H. Humphrey Building  
Washington, DC 20201  
Phone: (202)690-5765  
Fax: (202)401-7733  
Email: Charlene.Liggins@hhs.gov  

David Lindeman, Ph.D.  
Director  
Mather LifeWays  
1603 Orrington Avenue, Suite 1800  
Evanston, IL 60201  
Phone: (847)492-6810  
Fax: (847)492-6789  
Email: dlindeman@matherlifeways.com  

Debra Lipson, M.H.S.A.  
Deputy Director, Better Jobs Better Care  
American Association of Homes and Services for the Aging  
2519 Connecticut Avenue, NW  
Washington, DC 20008  
Phone: (202)508-1215  
Fax: (202)783-4266  
Email: dlipson@aahsa.org
Pamela Loving  
Career Alliance, Inc.  
711 North Saginaw Street, Suite 300  
Flint, MI 48503  
Phone: (810)233-5974  
Fax: (810)233-8652  
Email: ploving@careeralliance.org

Juan Manigault, M.S.B.A.  
President and CEO  
Northern Indiana Workforce Investment Board  
401 East Colfax Avenue, Suite 307  
South Bend, IN 46617  
Phone: (574)239-2380 ext. 212  
Fax: (574)239-2386  
Email: jam200@niwib.com

Lorrene Maynard, C.N.A.  
Founder and Director  
Virginia Association of Professional Nursing Assistants, Inc.  
P.O. Box 3732  
Hampton, VA 23663  
Phone: (757)595-1483  
Fax: (757)886-0950  
Email: professionalcna@aol.com

Sheila McConnell  
U.S. Department of Labor  
200 Constitution Avenue, NW  
Room S2312  
Washington, DC 20210  
Phone: (202)693-5903  
Fax:  
Email: mcconnell.sheila@dol.gov

Diane Menio, M.S.  
Executive Director  
Center for the Advocacy for the Rights and Interests of the Elderly  
100 North 17th Street, Suite 600  
Philadelphia, PA 19103  
Phone: (215)545-5728  
Fax: (215)546-9963  
Email: menio@carie.org

William Minnix, Jr., D.Min., D.Miv.  
American Association of Homes and Services for the Aging  
2519 Connecticut Avenue, NW  
Washington, DC 20008  
Phone: (202)508-9426  
Fax: (202)220-0020  
Email: lminnix@aahsa.org

Jean Moore, M.S.N.  
Director  
Center for Health Workforce Studies  
School of Public Health  
University of Albany  
1 University Place, Room B-334  
Rensselaer, NY 12144  
Phone: (518)402-0250  
Fax: (518)402-0252  
Email: jmm04@health.state.ny.us

Jan Moxley, M.S.  
Office of Long Term Care  
North Carolina Department of Health and Human Services  
2001 Mail Service Center  
Raleigh, NC 27699-2001  
Phone: (919)715-0807  
Fax: (919)715-1850  
Email: jan_moxley@ncmail.net

Evvie Munley, B.S.W.  
Senior Policy Analyst  
American Association of Homes and Services for the Aging  
2519 Connecticut Avenue, NW  
Washington, DC 20008  
Phone: (202)783-2242  
Fax: (202)220-0044  
Email: emunley@aahsa.org

Kerry Paige Nesseler, R.N., M.S.  
Captain  
Health Resources and Services Administration  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Room 8-05  
Rockville, MD 20857  
Phone: (301)443-5794  
Fax: (301)443-2111  
Email: knesseler@hrsa.gov

Robert Newcomer, Ph.D.  
Professor  
Personal Assistance Services Center  
University of California  
3333 California Street, Suite 455  
San Francisco, CA 94118  
Phone: (415)476-1408  
Fax: (415)476-6552  
Email: rjn@itsa.ucsf.edu
Linda Noelker, Ph.D.
Senior Vice President
Benjamin Rose
850 Euclid Avenue, Suite 1100
Cleveland, OH 44114-3301
Phone: (216)373-1603
Fax: (216)621-3505
Email: lnoelker@benrose.org

Carol O’Shaughnessy, M.A.
Specialist in Social Legislation
Congressional Research Service
101 Independence Avenue, SE
Washington, DC 20540
Phone: (202)707-7329
Fax:
Email: coshaughnessy@crs.loc.gov

Rose Padmore
Certified Home Health Aide
HomeCare Associates
1315 Walnut Street
Philadelphia, PA 10451
Phone: (267)238-3213
Fax:
Email: kkulp@homecareassociatespa.com

Timothy Palmer, M.S.
Executive Director
Community of Vermont Elders
79 River Street
P.O. Box 1276
Montpelier, VT 05602
Phone: (802)229-4731
Fax: (802)229-0156
Email: tim@vermontelders.org

Victoria Parker, D.B.A.
Assistant Professor
Boston University
200 Springs Road (152)
Bedford, MA 01730
Phone: (781)275-7500 ext. 6054
Fax: (781)687-3106
Email: vaparker@bu.edu

Lori Porter
Co-founder and CEO
National Association of Geriatric Nursing Assistants
2709 West 13th Street
Joplin, MO 64801
Phone: (417)623-6049
Fax: (417)623-2230
Email: lporter@nagna.org

D.E.B. Potter, M.S.
Senior Survey Statistician
Co-Leader, Long Term Care Portfolio
Agency for Healthcare Research and Quality
540 Gaither Road, Suite 500
Rockville, MD 20850
Phone: (301)427-1564
Fax: (301)427-1276
Email: dpotter@ahrq.gov

Peggy Powell
Director of Workforce Strategies
Paraprofessional Healthcare Institute
349 East 149th Street, 10th Floor
Bronx, NY 10451
Phone: (718)402-7766
Fax: (718)585-6852
Email: peggy@paraprofessional.org

Jude Rabig
Director
Green House Project
401 East 34th Street, N15K
New York, NY 10016
Phone: (212)217-0972
Fax: (866)209-6736
Email: greenhouseproject@rcn.com

Carol Raphael, M.P.A.
President and CEO
Visiting Nurse Service of New York
107 East 70th Street
New York, NY 10021
Phone: (212)609-1510
Fax: (212)794-6610
Email: craphael@vnsny.org
**Linda Redford, Ph.D., R.N.**  
Director  
Central Plains Geriatric Education Center  
University of Kansas Medical Center  
3901 Rainbow Boulevard, Mail Stop 1005  
Kansas City, KS 66160  
Phone: (913)588-1636  
Fax: (913)588-3179  
Email: lredford@kumc.edu

**Susan Reinhard, Ph.D., R.N.**  
Center for State Health Policy  
Rutgers University  
317 George Street, Suite 400  
New Brunswick, NJ 08901  
Phone: (732)932-3105 ext.230  
Fax: (732)932-0069  
Email: sreinhard@cshp.rutgers.edu

**Robin Remsburg, Ph.D., A.P.R.N., B.C.**  
Chief  
Long-Term Care Statistics Branch  
National Center for Health Statistics  
Centers for Disease Control and Prevention  
3311 Toledo Road  
Hyattsville, MD 20782  
Phone: (301)458-4416  
Fax: (301)458-4693  
Email: rqr3@cdc.gov

**Andrea Reshen, M.A., A.B.D.**  
Director of Culture Change  
Jewish Home and Hospital Lifecare System  
100 West Kingsbridge Road  
Bronx, NY 10468  
Phone: (718)410-1467  
Fax: (718)410-1260  
Email: areshen@jhha.org

**Carol Rodet, M.A.**  
Home Care Association of New York State  
194 Washington Avenue  
Albany, NY 12210  
Phone: (518)426-8764  
Fax: (518)426-8788  
Email: croder@earthlink.net

**Linda Rohrer**  
Deputy Director  
Commonwealth Corporation  
529 Main Street  
Schrafft Center, Suite 110  
Boston, MA 02129  
Phone: (617)727-8158  
Fax: (617)242-7660  
Email: lrohrer@commcorp.org

**Emily Rosenoff, M.P.A.**  
Office of Disability, Aging and Long-Term Care Policy  
U.S. Department of Health and Human Services  
200 Independence Avenue, SW  
Room 424E, H.H. Humphrey Building  
Washington, DC 20201  
Phone: (202)690-5740  
Fax: (202)401-7733  
Email: emily.rosenoff@hhs.gov

**Vera Salter, Ph.D.**  
Director  
Paraprofessional Healthcare Institute  
349 East 149th Street, 10th Floor  
Bronx, NY 10451  
Phone: (718)402-7766  
Fax: (718)585-6852  
Email: Vera@paraprofessional.org

**Lila Sarante**  
Certified Home Health Aide  
Cooperative Health Care Associates  
349 East 149th Street, Fifth Floor  
Bronx, NY 10451  
Phone: (718)993-7104  
Fax:  
Email: lsarante@chcany.org
Dawn Savattone, M.S.W.
Ombudsman Specialist
Area Agency on Aging, Region One
1366 East Thomas Road, Suite 108
Phoenix, AZ 85014
Phone: (602)264-2255
Fax: (602)230-9132
Email: savattone@aaaphx.org

Lloyd Schipper
Deputy Secretary
South Dakota Department of Labor
700 Governors Drive
Pierre, SD 57501
Phone: (605)773-3101
Fax: (605)773-4211
Email: lloyd.schipper@state.sd.us

John Schnelle, Ph.D.
Professor
University of California, Los Angeles
7150 Tampa Avenue
Reseda, CA 91335-1656
Phone: (818)774-3234
Fax: (818)774-3346
Email: jschnell@ucla.edu

Elizabeth Schultz
Director of Quality and Compliance
Providence Mount St. Vincent Pioneer Network
4831 35th Avenue SW
Seattle, WA 98126-2799
Phone: (206)938-6033
Fax: (206)938-6249
Email: Elizabeth.Schultz@Providence.org

Gail Simms, P.C.A., H.H.A.
Cooperative Home Care Associates
1372 Washington Avenue, Apt. 18B
Bronx, NY 10456
Phone: (718)293-7812
Fax: 
Email:

Cynella Simon, C.N.A.
Peer Mentoring
Center for Nursing and Rehabilitation
596 Prospect Place
Brooklyn, NY 11238
Phone: (718)636-1000
Fax: (718)789-9212
Email: carin@paraprofessional.org

Navjeet Singh
Special Research Projects Director
Commonwealth Corporation
529 Main Street
Schrafft Center, Suite 110
Boston, MA 02129
Phone: (617)727-8158
Fax: (617)242-7660
Email: nsingh@commcorp.org

Phyllis Snyder, M.A.T., M.C.P.
Council for Adult and Experimental Learning
1608 Walnut Street
Philadelphia, PA 19103
Phone: (215)731-7160
Fax: (215)731-0505
Email: psnyder@cael.org

Karen Soehner
Nursing Home Administrator
Avante at Ormond Beach Nursing and
Rehabilitation Center
170 North Kings Road
Ormond Beach, FL 32174
Phone: (386)677-7955
Fax: (386)676-9573
Email: ksoehner@bellsouth.net

William Spector, Ph.D.
Senior Social Scientist
Agency for Healthcare Research and Quality
540 Gaither Road
Rockville, MD 20850
Phone: (301)427-1446
Fax: (301)427-1430
Email: wspector@ahrp.gov

Melanie Starns, M.A.G.
Program and Policy Analyst
Administration on Aging
U.S. Department of Health and Human Services
Washington, DC 20201
Phone: (202)357-3464
Fax: (202)357-3469
Email: melanie.starns@aoa.gov
Robyn Stone, Dr.P.H.
Executive Director
American Association of Homes and Services for the Aging
2519 Connecticut Avenue, NW
Washington, DC 20008
Phone: (202)508-1206
Fax: (202)783-4266
Email: rstone@aaahsa.org

Julie Stone-Axelrad, M.P.A.
Analyst in Social Legislation
Congressional Research Service
101 Independence Avenue, SE
Washington, DC 20540
Phone: (202)707-1386
Fax: (202)707-3097
Email: jstone@crs.loc.gov

Rick Surpin
President
Independence Care System
257 Park Avenue South
New York, NY 10010
Phone: (212)584-2500
Fax: (212)584-2555
Email: surpin@icsny.org

Stephanie Swirsky
Policy Analyst
Office of Policy
U.S. Department of Labor
200 Constitution Avenue, NW
Room S2312
Washington, DC 20210
Phone: (202)693-5909
Fax: (202)693-5960
Email: swirsky.stephanie@dol.gov

Marianne Taylor, M.A.
Human Services Research Institute
2336 Massachusetts Avenue
Cambridge, MA 02140
Phone: (617)876-0426
Fax: (617)492-7401
Email: taylor@hsri.org

Anna Thompson, M.Ed.
Coordinator of Special Projects
Atlanta Regional Workforce Board
40 Courtland Street NE
Atlanta, GA 20202
Phone: (404)463-3331
Fax: (404)463-3310
Email: athompson@atlantaregional.com

Julie Trocchio, R.N.
Senior Director
Continuing Care Ministries
Catholic Health Association
1875 Eye Street, Suite 1000
Washington, DC 20006
Phone: (202)721-6320
Fax: (202)296-4024
Email: jtrochio@chausa.org

Jean Tuller, M.P.A.
Executive Director
Oregon Technical Assistance Corporation
3886 Beverly Avenue, NE
Suite I-21
Salem, OR 97305
Phone: (503)364-9943
Fax: (503)364-1939
Email: jtuller@otac.org

Hollis Turnham, J.D.
Michigan Policy Director
Paraprofessional Healthcare Institute
5013 Applewood Drive
Lansing, MI 48917
Phone: (517)327-0331
Fax: (517)327-0331
Email: hturnham@aol.com

Paula Vereen, H.H.A., C.N.A.
Cooperative Home Care
623-5 Courtland Avenue, Apt 4C
Bronx, NY 10451
Phone: (718)402-0893
Fax: 
Email: dclark@chcany.org

Amanda Wallace
Senior Program Specialist
National Network of Sector Partners
2201 Broadway, Suite 815
Oakland, CA 94612
Phone: (510)251-2600
Fax: (510)251-0600
Email: amy@nedlc.org
Speaker Biographies

**Burt S. Barnow**
An economist with over 25 years of experience in the fields of labor economics, program evaluation, and applied econometrics. In his current position, Dr. Barnow teaches graduate and undergraduate courses in public policy and economics, conducts research for federal and state governments, and supervises research activities at the Institute for Policy Studies at Johns Hopkins University. Dr. Barnow currently serves as Vice Chair of the National Academy of Sciences Committee on the Information Technology Workforce, Chair of the Governor's Workforce Investment Board Performance Measurement Committee, and Chair of the National Association of Schools of Public Affairs and Administration Research Committee. In addition, Dr. Barnow has served as an expert witness and consultant for many attorneys in the Washington, D.C. area and throughout the nation. Prior to joining the Institute for Policy Studies at Johns Hopkins University in August 1992, he was a Vice President of Lewin-ICF for 8 years and worked for nearly 9 years in the U.S. Department of Labor.

---

**A.E. Benjamin** (aka Ted)
At the University of California-Los Angeles, he is Professor and Chair in the Department of Social Welfare, School of Public Policy and Social Research. He has a joint PhD from the University of Michigan in political science and social work, and his interests involve long-term services for people with chronic conditions, particularly comparative access, service design and quality issues. He has done research across various populations with chronic health conditions in order to assess approaches to unifying rather than segmenting public policy responses to common service needs across groups. This research has involved the elderly, younger adults with disabilities, people with HIV disease, and children with special health needs. His current work addresses the impact of consumer-direction for people needing supportive services as well as a range of entry-level work force issues. This research has been supported by the U.S. Department of Health and Human Services, the Robert Wood Johnson Foundation, and the State of California. He is the author of numerous articles and book chapters and co-author (with Bob Newcomer) of an edited volume titled *Indicators of Chronic Health Conditions*.

---

**Steven L. Dawson**
President of the Paraprofessional Healthcare Institute, and has worked with PHI since its inception 12 years ago. PHI is a national health care employment, training and policy nonprofit, based in the South Bronx, New York. PHI, [http://www.paraprofessional.org](http://www.paraprofessional.org), is the nonprofit affiliate of the worker-owned, 800-employee Cooperative Home Care Associates. In early 2001, PHI launched the National Clearinghouse on the Direct Care Workforce, [http://www.directcareclearinghouse.org](http://www.directcareclearinghouse.org) the nation’s primary information center for direct-care staffing policy and practice initiatives.

Steven chairs *Independence Care System*, a project of PHI and New York’s first Medicaid-funded chronic care demonstration program for adults living in their homes with disabilities. He is also the author of several publications on low-wage and health care employment issues, including *Jobs and the Urban Poor* (co-authored with Peggy Clark of the Aspen Institute), *Direct-Care Health Workers: The Unnecessary Crisis in Long-Term Care* (co-authored with Rick Surpin of Independence Care System), and *Long-Term Care Financing and the Long-Term Care Workforce Crisis: Causes and Solutions* (published by the Citizens For Long Term Care).
**Michael Elsas**  
President of Cooperative Home Care Associates, a licensed home health care agency located in the South Bronx. With just over 750 paraprofessional workers and an administrative staff of 50, Cooperative Home Care Associates has been nationally recognized for its unique worker centered philosophy which links quality jobs to quality home care services. Prior to joining Cooperative Home Care Associates in 2000, Mr. Elsas was the Chief Operating Officer of the Visiting Nurse Association of Hudson Valley. From community liaison to President, Mr. Elsas has over 30 years of experience in the home care industry. His professional affiliations include the Home Care Association of New York State, trustee of the 1199 SEIU Home Health Aide Benefit Fund, Catholic Charities and the Medical Society of New York. Mr. Elsas received a Bachelor of Arts degree from the C.W. Post Center of Long Island University.

**Michael E. Fishman**  
A Senior Vice President and Director of the Applied Economics Practice at The Lewin Group. Since joining The Lewin Group, Mr. Fishman has developed a practice related to welfare reform, employment and training, child support enforcement and the broad range of human service programs with which he has worked throughout his career. He has directed numerous projects for the Office of the Assistant Secretary for Planning and Evaluation (ASPE) and the Administration for Children and Families (ACF) in DHHS, the Social Security Administration, the Department of Labor, and other agencies. He has also testified before House Subcommittees on the results of his studies.

Prior to joining The Lewin Group, Mr. Fishman was the Director of the Office of Analysis and Evaluation in the Department of Agriculture’s Office of Food and Nutrition Service (FNS), and the Director of the Office of Income Security Policy in the ASPE. He has expertise in numerous areas of human services policy and has led project management initiatives in the areas of program research and evaluation, policy analysis, program development, and strategic planning. Mr. Fishman received his Masters in Public Administration from the University of Southern California, Washington Public Affairs Center in 1989 and a Masters in Organizational Psychology from Antioch College in 1977.

**Gay M. Gilbert**  
Named Director of the Business Relations Group in March 2003, a special office formed by Assistant Secretary for the Employment and Training Administration, Emily Stover DeRocco, that is leading ETA efforts to more effectively engage business in the public workforce system. She has been with the U.S. Department of Labor since November 2000 and formerly served as Chief of the U.S. Employment Service and America’s Labor Market Information System (ALMIS).

Prior to coming to USDOL, Gay worked with the Ohio Bureau of Employment Services for over ten years, the last seven of which she served as Deputy Administrator overseeing core workforce development programs. She led Ohio’s implementation of their one-stop systems as well as the initial implementation of the Workforce Investment Act. Prior to her tenure in workforce development Gay served as Assistant City Attorney for the City of Columbus, Ohio in the area of public employment law and eight years with the West Virginia Department of Human Services. Her education includes: Bachelor of Arts, Michigan State University; Master of Social Work, West Virginia University; and Juris Doctor, Ohio State University.

**Patsy Harris**  
Executive Director of the Direct Care Alliance (DCA), a national coalition of long-term care consumers, direct-care workers, and concerned health care providers working for broad-based reforms, within both public policy and industry practice, to ensure a stable, valued, and well-trained direct-care workforce. As the organization’s first executive director, she is working to grow the membership of the DCA and to attain
the financial support the alliance will need to become its own 501(c)3 nonprofit organization separate from PHI. Patsy has over 12 years of experience in management, health care consulting, and programming and has participated in economic and workforce development initiatives in the Austin, Texas area. She graduated from Sam Houston State University with a BA in government and business and completed her MPA at Southwest Texas State University.

Ruth E. Katz
Deputy to the Deputy Assistant Secretary for the Office of Disability, Aging and Long-Term Care Policy, in the Office of the Assistant Secretary for Planning and Evaluation, U.S. Department of Health and Human Services. She oversees a range of policy and research activities related to disability and aging. With over 25 years of experience with disability and long-term care issues, these include: managed care and other health and long-term care delivery systems—financing, structure and quality; home and community-based services; nursing home and post-acute care financing and quality; Medicare, Medicaid and private insurance policy related to people with disabilities and chronic conditions; alternative residential systems; and health information technology as it relates to post acute and long-term care.

Dirk Kempthorne, Governor of Idaho
He was born in San Diego, California, and attended the University of Idaho, earning a bachelor's degree in political science in 1975. Kempthorne was elected mayor of Boise, Idaho, in 1984 and served for seven years. He was elected to the U.S. Senate in November 1992. His first bill, legislation to end unfunded federal mandates on state and local governments, became Senate Bill 1 in the 104th Congress. It was signed into law on March 22, 1995, at a Rose Garden ceremony. Kempthorne authored the new Safe Drinking Water Act in 1996, which provided clean, safe, and affordable drinking water without federal restrictions. He was a member of the Environment and Public Works Committee, which produced a highway bill to dramatically increase the amount of federal funds coming to the states for road, bridge, and infrastructure repair. He chaired the Drinking Water, Fisheries, and Wildlife Subcommittee; served on the Armed Services Committee, chairing the Military Personnel Subcommittee; and served on the Small Business Committee. The Idaho Jaycees selected him as Outstanding Young Idahoan in 1988, and he has earned the Distinguished Service Medal, the top civilian honor from the Idaho National Guard. Kempthorne is past president of the Council of State Governments, past chair of the Western Governors’ Association, and a member of the Executive Committee of the Republican Governors Association. Governor Kempthorne is chairman of the National Governors Association.

Lauren Harris-Kojetin
Director of Research at the Institute for the Future of Aging Services. She directs and coordinates the Institute’s research agenda. Dr. Harris-Kojetin has 15 years experience in applied research with an emphasis on: health care quality, access, and education for older adults and program evaluation. She leads and contributes to projects to: improve the quality and stability of the long-term care workforce; improve the quality of services provided to elders; educate consumers about quality in health care and aging services; and, promote healthy behaviors in older adults through education, programming, and environmental design. Her methodological expertise includes case studies, surveys, key informant interviews, usability testing, statistical analysis, experimental and quasi-experimental design, and focus groups and interviews with elders and persons with disabilities. She has directed numerous federal research studies for the Agency for Healthcare Research and Quality, the Centers for Medicare and Medicaid Services, and the Assistant Secretary for Planning and Evaluation on topics such as health plan quality, survey design, health education and decision making for older adults, Medicare education, and using research to help develop a quality long-term care workforce. Dr. Harris-Kojetin has published
frequently on measuring and communicating health care quality for older adults. She has a PhD and MA in Public Policy from Rutgers University.

Debra J. Lipson
She has over 20 years experience as a health policy analyst, program administrator and community organizer, at the local, state, national and international level. Currently, she is Deputy Director of the Better Jobs Better Care Program at the Institute for the Future of Aging Services, based at the American Association of Homes and Services for the Aging in Washington DC. Better Jobs Better Care is a $15 million research and demonstration program funded by the Robert Wood Johnson Foundation and The Atlantic Philanthropies, which tests and studies effective ways to strengthen the long-term care workforce. She directs the grant selection and management process, develops communications strategies and products, and oversees and provides technical assistance to grantees.

Prior to her current position, Ms. Lipson worked at the World Health Organization in Geneva Switzerland, where she analyzed the implications for national health policies of international development programs and global and regional trade agreements. She has served as Associate Director of the Alpha Center, a health policy organization in Washington DC, where she specialized in policy studies related to Medicaid, state programs to cover the uninsured, and maternal and child health, and worked in several other Washington-based state health policy organizations. At the local level, she helped to create a long-term care case management program in San Francisco, and adolescent health promotion programs in Detroit. Ms. Lipson is widely published in health professional journals. She has a Masters in Health Services Administration from the University of Michigan, School of Public Health.

Juan A. Manigault
President and Chief Executive Officer of the Northern Indiana Workforce Investment Board, Inc. This business-led Board is the regional agency responsible for managing the demand and supply-side of the region’s labor market. He is a graduate of the University of Notre Dame with a B.A. in English and received his M.S.B.A. from Indiana University Northwest.

Mr. Manigault’s career includes experience in the private, public and non-profit sectors. His areas of expertise include leadership development, strategic planning, technology utilization, collaboration and visioning. He is recognized as a leader in Indiana having served as a member of the Indiana Human Resource Investment Council, Indiana School-to-Work Advisory Council, Governor’s Commission on Workforce Preparation, Indiana Career Education Advisory Council, and the Governor’s Task Force on Economic Development. He is currently a member of the Board of Directors of Teachers Credit Union, the Country’s 54th largest Credit Union, Ray Bird Ministries, Business Development Corporation and the Indiana Adult Literacy Coalition.

Larry Minnix
President and CEO of the American Association of Homes and Services for the Aging (AAHSA), a position he has held since 2001. AAHSA represents several thousand not-for-profit aging services organizations. Dr. Minnix received his undergraduate and graduate degrees from Emory University. He has been in mental health and aging services fields for over 35 years. He was associated with the Wesley Woods Center of Emory University for 28 years, where he started as an administrative intern in 1972 and rose to the position of CEO, a position he held for 10 years until he joined AAHSA. Wesley Woods is a comprehensive aging services organization, with acute, outpatient, outreach, housing, and nursing home care within the academic context of Emory University. He is a frequent speaker on long term care, quality, ethics, and policy. He has served on numerous commissions and boards.
Jean Moore
Director of the New York Center for Health Workforce Studies at the School of Public Health at SUNY Albany. Ms. Moore has worked at the Center for four years and has served as principal project staff for health workforce studies that focus on the supply, demand, use, and education of health personnel, particularly the nursing workforce. She has also conducted studies of the availability of health care services in areas that may qualify for shortage designation.

Prior to joining the Center, Ms. Moore spent more than fifteen years at the New York State Department of Health where she was responsible for overseeing more than $100 million dollars per year in health workforce education and training funds.

Ms. Moore is currently completing a Masters of Public Health at the SUNY Albany School of Public Health. She holds two masters degrees from Russell Sage College, one in nursing education and one in psychiatric nursing as a clinical specialty. She received her bachelors in nursing from the SUNY College at Plattsburgh.

Carol Raphael
President and Chief Executive Officer of the Visiting Nurse Service (VNS) of New York, the country’s largest voluntary home health care organization with a budget of $867 million, and 10,400 employees. The organization provides a wide range of acute, rehabilitative and long-term care services to 25,400 patients daily. It operates a managed long-term care plan for dually eligibles and the Center for Home Care Policy and Research which studies the management, cost quality, and outcomes of home- and community-based services.

Previously, Ms. Raphael held positions as Director of Operations Management at Mt. Sinai Medical Center and Executive Deputy Commissioner of the Human Resources Administration in charge of the Medicaid and Public Assistance programs in New York City. Ms. Raphael is a member of MedPAC, the commission that advises Congress on Medicare payments and policies. She serves on several Robert Wood Johnson Foundation advisory committees and New York State panels including the Medicaid Reform Task Force, and the New York State Hospital Review and Planning Council, for which she chairs the Fiscal Policy Committee. She is on the Boards of Lifetime Healthcare Companies, Future Health Corporation, The Greater New York Hospital Association, the Continuing Care Leadership Coalition, the American Foundation for the Blind, Pace University and a fellow of the New York Academy of Medicine. She was a member of the Pfizer Hispanic Advisory Board and the Kaiser Permanente Planning Group and an Issues Expert at the White House Conference on Aging. She was a recipient of the Harvard Kennedy School of Government Alumni Achievement Award and the YWCA’s Academy of Women Achievers awards. Ms. Raphael was a Visiting Fellow at the King’s Fund in the United Kingdom. She has authored papers and presentations on post-acute, long-term care and end-of-life care and co-edited the book “Home Based Care for A New Century.” She has an M.P.A. from Harvard University’s Kennedy School of Government and completed its Senior Executive Program.

Vera K. Salter
Director of the National Clearinghouse on the Direct Care Workforce at the Paraprofessional Healthcare Institute (PHI). The National Clearinghouse brings together policy- and practice-related resources from around the country and makes them available to providers, consumers, workers, researches, and policy-makers who are concerned with the growing labor crisis in long-term care. PHI is committed to improving the quality of jobs for paraprofessional health care workers through demonstration projects, policy analysis, education and advocacy.
Prior to joining PHI, she was co-owner of a national planning and marketing firm that consulted with clients across the continuum of health and long-term care services.

She has also served as Vice-President with a multi-institutional healthcare system for over ten years, and has held a number of health planning and research positions.

Dr. Salter holds a Ph.D. in Sociology from the University of Pittsburgh, with a concentration in health services research. She has Master's degree in Social Administration from the University of Essex, and a Bachelor's degree in Economics from the University of Sussex, both in the United Kingdom. She has also served as a visiting Senior Research Associate at the Health Policy Institute at the University of Pittsburgh and has held an adjunct faculty position at Carnegie Mellon University's Heinz School.

---

**Lloyd Schipper**

He is Deputy Secretary of the South Dakota Department of Labor. A twenty-three year veteran of this department, he has served in several leadership roles throughout his career. Like most small-state administrators he wears numerous hats, but perhaps his most challenging task is to oversee the activities of South Dakota's statewide system of sixteen "Career Centers." These Centers are the primary delivery system for employment and training programs designed to meet the needs of job seekers and employers alike. South Dakota can be considered a rural state with a population of 755,000 people spread over an area of 77,000 square miles.

---

**John Schnelle**

Professor of Medicine and Director of the UCLA/Jewish Home/Borun Center for Gerontological Research. He has over 30 years of experience implementing interventions in nursing homes to improve urinary and fecal incontinence, weight loss, and mobility decline. This work is reflected in 175 publications. His efforts to translate these interventions into nursing home practice have led to the identification of system-wide barriers to change that are directly related to issues concerning the nursing home workforce.

---

**Robyn I. Stone**

She is a noted researcher and internationally recognized authority on health care and aging policy. In June 1999, she joined the American Association of Homes and Services for the Aging to establish and oversee the Institute for the Future of Aging Services. She is the Institute's executive director.

Dr. Stone has held senior research and policy positions in both the U.S. government and the private sector. She was a political appointee in the Clinton Administration, serving in the U.S. Department of Health and Human Services as Deputy Assistant Secretary for Disability, Aging and Long-term Care Policy from 1993 through 1996 and as Assistant Secretary for Aging in 1997. In the 1980s and early 1990s, she was a senior researcher at the National Center for Health Services Research and at Project HOPE’s Center for Health Affairs. Dr. Stone has been on the staff of two important national task forces, the 1989 Bipartisan Commission on Comprehensive Health Care (the Pepper Commission) and the 1993 Clinton Administration Task Force on Health Care Reform.

Dr. Stone is a distinguished speaker and has been published widely in the areas of long-term care policy and quality, chronic care for the disabled, workforce development and family caregiving. Her doctorate in public health is from the University of California, Berkeley.
**Acronyms for HHS-DOL “Pathway to the Future” Symposium**

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADL</td>
<td>Activity of Daily Living (such as bathing, eating, dressing, toileting)</td>
</tr>
<tr>
<td>AJB</td>
<td>America’s Job Bank</td>
</tr>
<tr>
<td>ASP</td>
<td>Assistant Secretary for Policy, DOL</td>
</tr>
<tr>
<td>ASPE</td>
<td>Assistant Secretary for Planning and Evaluation, HHS</td>
</tr>
<tr>
<td>BLS</td>
<td>Bureau of Labor Statistics, DOL</td>
</tr>
<tr>
<td>BRG</td>
<td>Business Relations Group (part of DOL’s Employment and Training Administration)</td>
</tr>
<tr>
<td>CMS</td>
<td>Centers for Medicare and Medicaid Services, HHS</td>
</tr>
<tr>
<td>CNA</td>
<td>Certified Nursing Assistant</td>
</tr>
<tr>
<td>DCW</td>
<td>Direct Care Worker</td>
</tr>
<tr>
<td>DOL</td>
<td>Department of Labor</td>
</tr>
<tr>
<td>DON</td>
<td>Director of Nursing</td>
</tr>
<tr>
<td>ETA</td>
<td>Employment and Training Administration, DOL</td>
</tr>
<tr>
<td>HCBS</td>
<td>Home and Community Based Service</td>
</tr>
<tr>
<td>HHA</td>
<td>Home Health Aides</td>
</tr>
<tr>
<td>HHS</td>
<td>Department of Health and Human Services</td>
</tr>
<tr>
<td>HRSA</td>
<td>Health Resources and Services Administration, HHS</td>
</tr>
<tr>
<td>IADL</td>
<td>Instrumental Activity of Daily Living (such as money management, housework, meal prep)</td>
</tr>
<tr>
<td>IFAS</td>
<td>Institute for the Future of Aging Services</td>
</tr>
<tr>
<td>IOM</td>
<td>Institute of Medicine</td>
</tr>
<tr>
<td>LPN</td>
<td>Licensed Practical Nurse</td>
</tr>
<tr>
<td>LTC</td>
<td>Long-Term Care</td>
</tr>
<tr>
<td>LVN</td>
<td>Licensed Vocational Nurse</td>
</tr>
<tr>
<td>ODEP</td>
<td>Office of Disability Employment Policy, DOL</td>
</tr>
<tr>
<td>PAS</td>
<td>Personal Assistance Service</td>
</tr>
<tr>
<td>PHI</td>
<td>Paraprofessional Healthcare Institute</td>
</tr>
<tr>
<td>RN</td>
<td>Registered Nurse</td>
</tr>
<tr>
<td>SNF</td>
<td>Skilled Nursing Facility</td>
</tr>
<tr>
<td>TA</td>
<td>Technical Assistance</td>
</tr>
<tr>
<td>TANF</td>
<td>Temporary Aide to Needy Families</td>
</tr>
<tr>
<td>TO</td>
<td>Turnover</td>
</tr>
<tr>
<td>WIA</td>
<td>Workforce Investment Act of 1988</td>
</tr>
<tr>
<td>WIB</td>
<td>Workforce Investment Board</td>
</tr>
</tbody>
</table>
Related Links

Other sections of this conference package include:

✔ Background Materials [http://aspe.hhs.gov/daltcp/reports/04cfpk02.pdf]

✔ Speaker Presentations [http://aspe.hhs.gov/daltcp/reports/04cfpk03.pdf]

Additional papers written for the Office of the Assistant Secretary for Planning and Evaluation in conjunction with this conference include:


