



EOHHS

Supporting Organizational Culture Change

Facilitator:

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Presenters:

- Lisa Gurgone, Chief Executive Officer, Mystic Valley Elder Services
- Erica Johnson, Executive Director, Cooperative Elder Services
- Michelle Holmberg, Chief Strategy Director, Cooperative Elder Services



HCBS Workforce Grant Summit



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Mystic Valley Elder Services Racial Equity Initiative

Mystic Valley Elder Services

Lisa Gurgone, Chief Executive Officer



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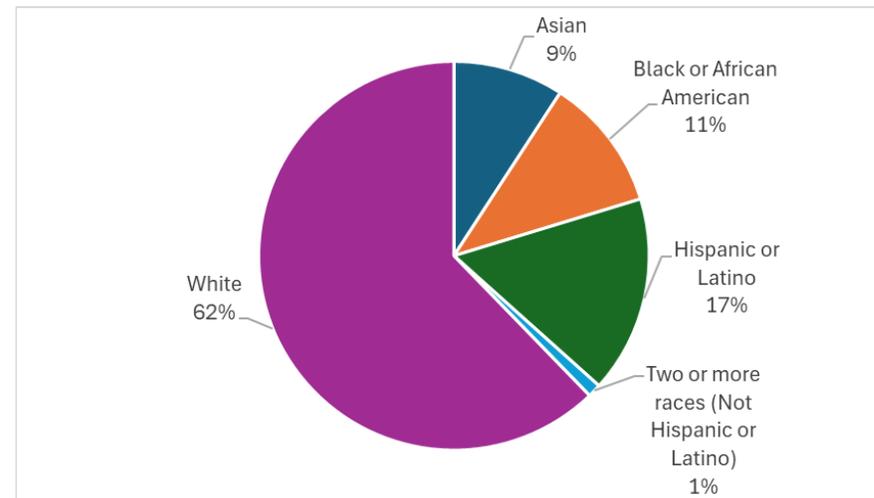
Mystic Valley Elder Services

- MVES is an Aging Services Access Point (ASAP)
 - Network of 24 non-profit organizations designated by the MA Executive Office of Aging & Independence to provide older adults, people with disabilities, and their families with access to home and community-based services and supports.
- MVES is an Area Agency on Aging (AAA)
 - AAAs are designated by the US Administration on Community Living and funded through the Older Americans Act to plan and coordinate aging services meet the diverse needs of their populations.
 - AAAs are located in every state in the U.S.
- MVES is part of the local Aging and Disability Resource Consortium (ADRC)
 - With other ASAP partners and local Independent Living Centers, we provide assistance and information to persons of all ages with disabilities using a “No Wrong Door” approach
- Our mission is to support the right of older adults and people with disabilities to live independently with dignity in a setting of their choice by providing them and their caregivers with information, advice, and access to quality services and resources



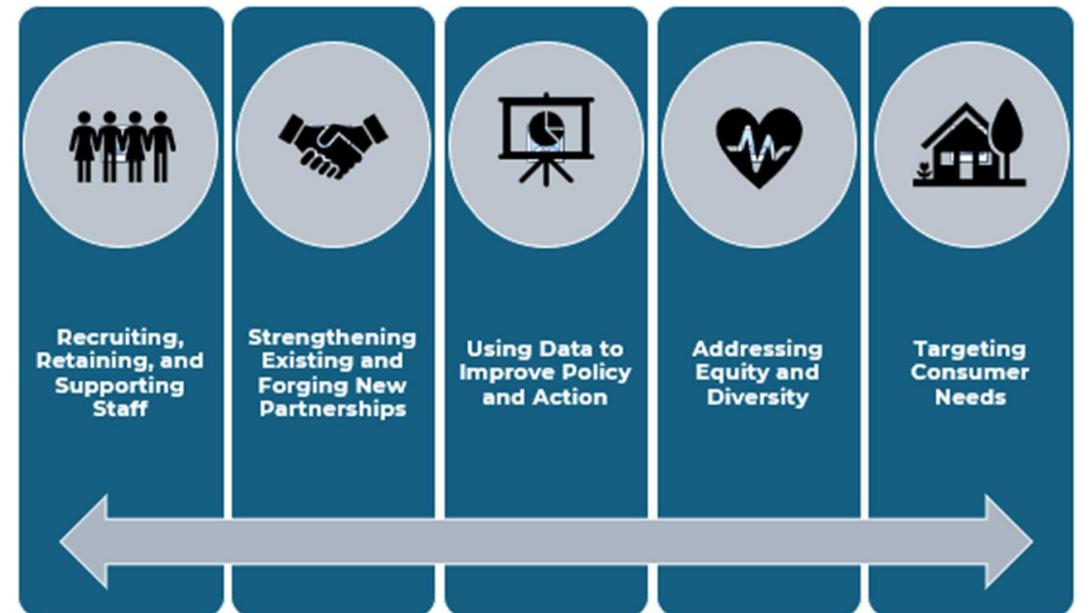
MVES Workforce – May 2025

- Total Workforce = 360
- Leadership Team (Directors and Managers) = 48
- Frontline Staff (Case Managers, Nurses, Meals on Wheels/Congregate Meal Sites, and Administrative Staff) = 312
- Unionized Team Members (Case Managers) = 137



Reengaging and Redefining Culture at MVES

- Joined MVES as CEO in January 2022
- Listening Sessions with Board, Team Members, and Stakeholders
 - What is working well at MVES?
 - What can we do to better serve our communities and better support our team members?
- Meetings with SEIU 509 Union Members
- Development of MVES Strategic Pillars



HCBS Training Initiative Goals

- Ensure all MVES employees feel represented and respected within the organization.
- Provide team members with training and skills to manage challenging situations including those that involve microaggression and challenging consumers.
- Hire, retain, and promote staff who reflect the populations of the communities that we serve.
- Make certain MVES has a workforce well trained and prepared to provide services and support to diverse older adults, people with disabilities and their caregivers that comprise our region.



Program Design

- Activity #1: Conduct Initial Stakeholder Engagement Process to Inform Initiative Implementation
 - Timeframe: April to July 2023
- Activity #2: Development of Leadership Coaching and Staff Training Curriculum
 - Timeframe: August to October 2023
 - Tailor curriculum resources for a one-hour leadership coaching training and 8, one-hour All Staff trainings based on feedback gathered through a stakeholder engagement process and an all-staff survey
- Activity #3: Conduct Leadership Training - Timeframe: October 2023 to June 2024
 - Provide three, 1-hour leadership training to be held in multiple formats (in-person and hybrid)
- Activity #4: Skill Lab Sessions with MVES Leadership Team Members
 - Timeframe: October 2023 to June 2024
 - Provide three, 1-hour coaching skill labs/coaching sessions for members of the MVES leadership team (50 individuals)
- Activity #5: Conduct All Staff Training Series
 - Timeframe: October 2023 to June 2024
 - Offer 8, one hour All Staff training each month to 330 staff members. Each training will be offered at least 7 times in multiple formats and at different dates/times (in-person and hybrid)
- Activity #6: Support Post-Initiative Evaluation Survey
 - Timeframe: June 2024
- Activity #7: Issue Final Report to Include Recommendations for Future Action
 - Timeframe: July 2024
 - Develop and submit final report on initiative to include recommendations for future action

Training Curriculum

Manager Learning Sessions 3 modules offered 3x each

Mod 1 Understanding the diversity dynamics of my role as a manager

Mod 2 Respond when more than one level of culture is being engaged in a conversation in a way that promotes clear communication and equity

Mod 3 Effectively support and supervise staff encountering discrimination in their work

**MVES DEIA
Curriculum
Oct '23 - June '24**

Manager Skills Labs 6 labs offered 1x

Mod 1 Managerial aspects to the DEIA definitions

Mod 2 Build practices for addressing power-differentials as a manager

Mod 3 Identify how the levels of culture are showing up in an interaction

Mod 4 DEIA curriculum feedback

Mod 5 Recognize patterns of diversity in a management context and interrupt a pattern of diversity in a management context

Mod 6 Effectively support and supervise staff encountering discrimination in their work

All Staff Learning Sessions 8 modules offered 7x each

Mod 1 Cross-cultural respect

Mod 2 Moving from respect to inclusion

Mod 3 Learning about others' identities in appropriate ways

Mod 4 Understanding power & systems

Mod 5 Interrupting Patterns of Diversity & Calling-in

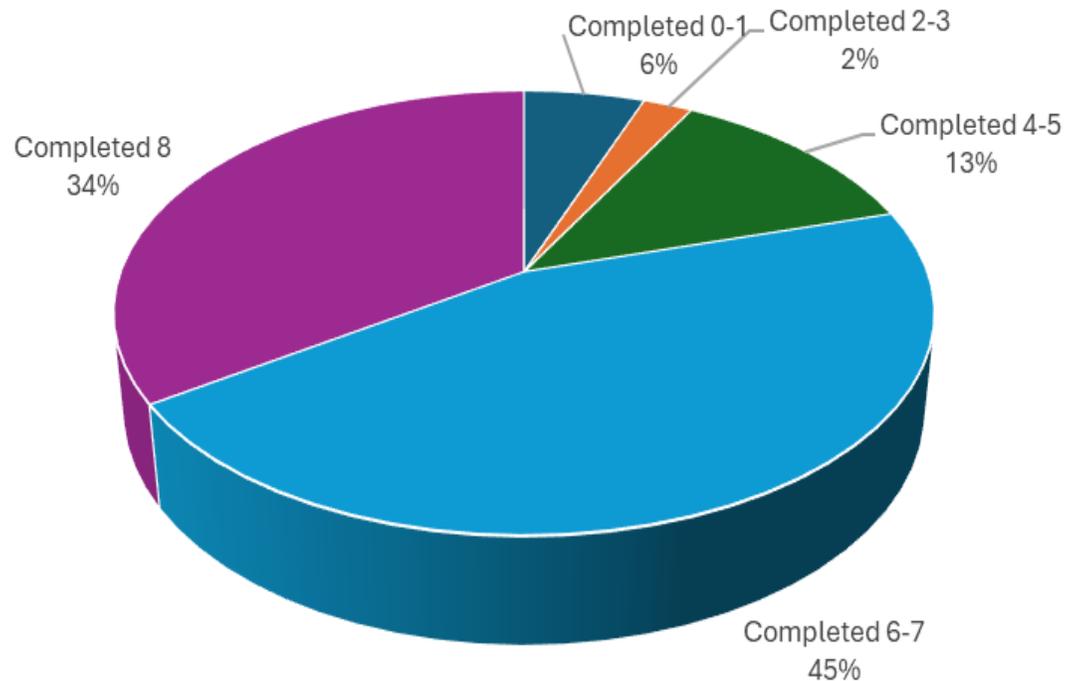
Mod 6 Un-doing internalized bias

Mod 7 Responding to micro- & macroaggressions

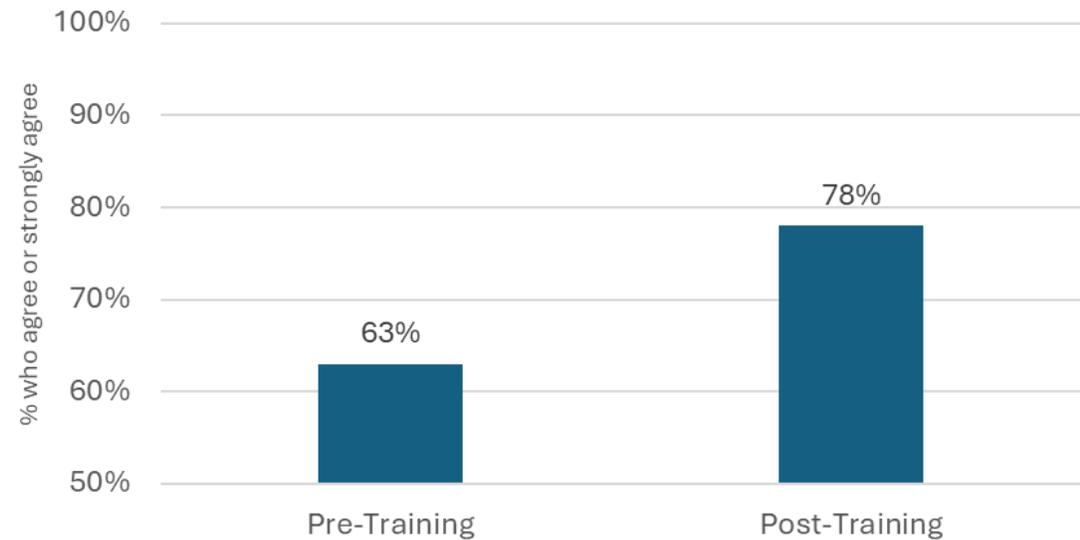
Mod 8 Tying it all together - full application

Program Evaluation

% of Staff Completing DEIA Training Modules

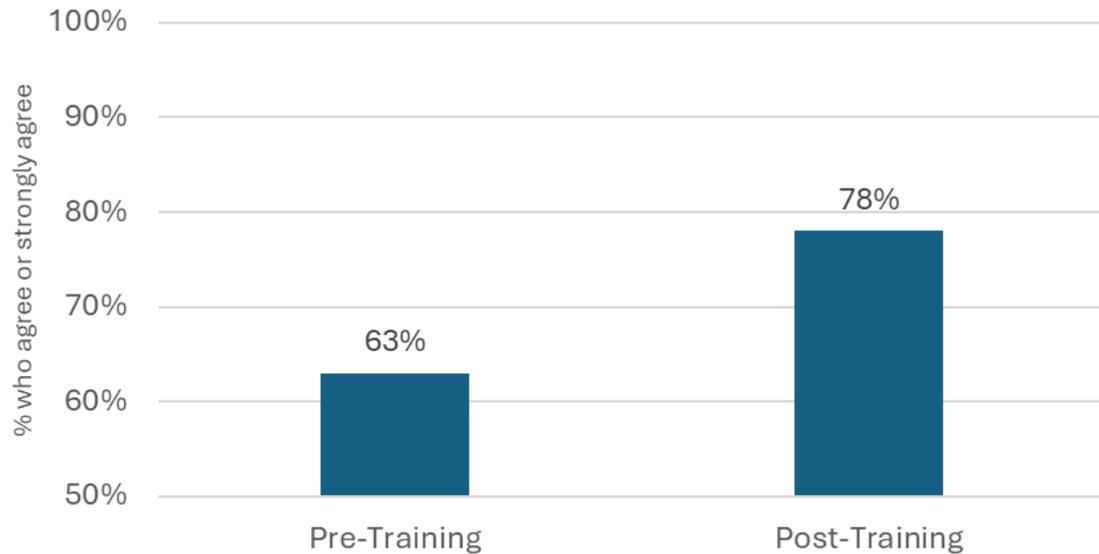


MVES provides me with appropriate resources and supports to work with consumers whose ethnic/linguistic/cultural backgrounds differ from my own.

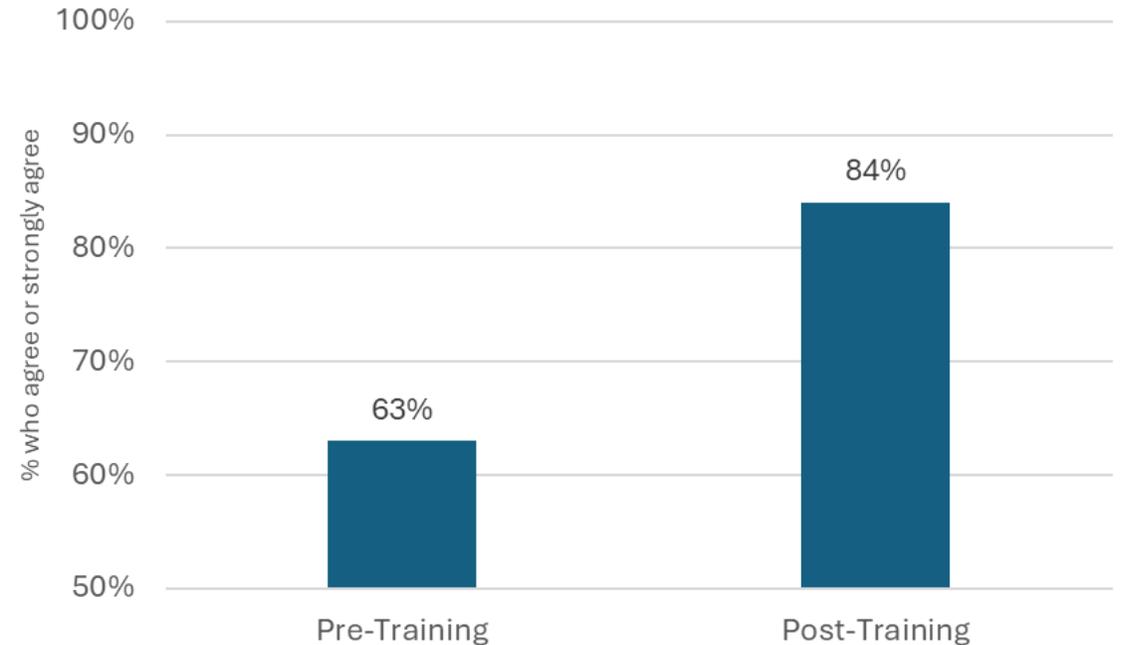


Program Evaluation

MVES provides me with appropriate resources and supports to work with consumers whose ethnic/linguistic/cultural backgrounds differ from my own.



MVES has done a good job providing training programs that promote diversity, equity and inclusion.



What Happened Next?

- Establishment of Ethics Committee
- Updated MVES Policies and Procedures
 - MVES Safety Notice
 - Harassment, Discrimination, Abuse, and Bullying Behavior Policy
- Leadership Training Series
- Updated Annual Performance Evaluation Process
- Staff Surveys
 - Staff Appreciation
 - Evaluation of Managers



Thank you!

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Cultivating our Workforce

Cooperative Elder Services, Inc.

Erica Johnson, Executive Director

Michelle Holmberg, Chief Strategy Director



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Background

- ADH nonprofit, founded in 1978
- Smaller in census numbers
- Social program → medical model
- Significant hiring challenges with pandemic



Our HCBS program

Two main areas of focus:

1. Professional development
2. Creating a pipeline through partnerships



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Our HCBS program

Professional Development

- In-person trainings
- Inservice webinars
- Management training program

Community Partnerships

- Pipeline of staff
- On the job training

➤ Ensure successful DEI efforts

“The cart before the horse”

What we were experiencing

- Lack of trust in “management”
- Misalignment between personal and organizational goals / values

What we needed to do

- Build trust before capacity
- Ensure alignment



How we worked on this

What we did

- Assessed our workplace culture
- Updated our purpose, mission, & core values (PMCV)
- Align PMCV with operations

This looked like

- **Lots** of communication / types of meetings
- Census-building



Tangible Deliverables

- PMCV incorporated into job descriptions
- Listing expected behaviors in each role
- Hiring guidelines
- Communications outlines
- Checklists, flowsheets
- Updated policies & procedures
 - Etc.





Our Purpose

Healthy aging is for everyone.

Our Mission

Through our trusted delivery of services, we empower our community to age on their terms.

Arlington Center
37 Broadway
Arlington, MA 02474
[781-641-1070](tel:781-641-1070)

Acton Center
30 Sudbury Road,
Suite 1 South
Acton, MA 01720
[978-448-1400](tel:978-448-1400)

www.elderdayservices.org

Our Core Values



Mission First

We prioritize the well-being of clients, staff and community.



Service to Others

We lead with compassion and accountability.



Caregiver Wellness

We provide peace of mind for caregivers daily.



Healthy Communities

We help communities thrive by ensuring everyone ages well together.



Respect for All

Transparency, and empathy guide our actions.



Challenge the Status Quo

We take calculated risks to innovate while prioritizing safety.



Be an Advocate

We are enthusiastic champions of our mission and impact.



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Why was this process important?

- Meaningful, lasting change
- Trust & credibility
- Improves impact
 - Retaining Staff
 - Recruiting the right candidates



Summary

- Cultural readiness needs to precede DEI efforts
- Ensures growth in healthcare workforce



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Thank you!

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