

Advanced Operations & Leadership in Senior Living

Operations Leadership & Business Acumen Certificate for Emerging Directors in Senior Living

A competency-based certificate for emerging directors and property-level leaders who oversee whole communities, budgets, and cross-department teams.

WORKFORCE DEVELOPMENT TRAINING | SENIOR LIVING & MEMORY CARE

1. Course Summary

Senior living and memory care communities are a growing segment of the U.S. healthcare continuum, providing residential care, chronic disease management, and daily health support to millions of older adults. The sector is one of the largest and fastest-growing healthcare workforces, and rising resident acuity, demographic change, and regulatory complexity put constant pressure on employers to develop their people. Investing in this workforce is an investment in the care that millions of families depend on.

Advanced Operations & Leadership in Senior Living is a 20-hour, competency-based certificate program from An Embrace of Learning, a workforce training provider focused on senior living, memory care, and long-term care professionals. The program gives emerging directors and property-level leaders the self-awareness, team-building, communication, financial, and crisis skills to oversee a whole community: recruiting and keeping good people, reading a P&L, staying survey-ready, managing up, and leading through change. Most community leaders were promoted for doing the previous job well and learned the business side on their own. The program supports Incumbent Worker Training (IWT) goals by strengthening internal leadership pipelines, upgrading skills at the point of promotion into property-level leadership, and reducing operational risk and leadership turnover through job-specific training tied to documented workforce performance needs.

This program is classified as non-core, incumbent worker upskilling. It is not part of routine new hire orientation, compliance training, or required in-service education, and it is not tied to a mandatory certification. It is an investment in skill advancement and organizational competitiveness.

20

TOTAL HOURS

24

MODULES

5

LEARNING PHASES

2. Target Participants: Incumbent Workers

Full-time, permanent employees in a supervisory or department-head role, nominated for or recently promoted into property-level leadership. Built for leaders who own results across departments:

- Department head (wellness, dining, business office, sales, maintenance, activities) moving into multi-department leadership
- Assistant Executive Director or Resident Care Director preparing for an Executive Director role
- Experienced supervisor promoted to manager of managers
- Newly appointed Executive Director in a first community
- High-potential leader on a structured director track

All participants are full-time, permanent employees in good standing, actively employed in a senior living, assisted living, or memory care community, and already leading other people.

3. Learning Objectives: Skills-Based Competency Upgrade

Trainees completing this program upgrade their skills and build verified competency in the following areas:

- Know your own DISC style, manage your emotional reactions under pressure, and connect daily decisions to the health of the whole community
- Recruit from non-traditional talent pools, interview for evidence instead of likability, and run a new hire orientation that keeps people past 90 days
- Earn credibility across all shifts, build a recognition culture, and make information stick across shifts and languages
- Hold direct conversations with employees and across departments, and de-escalate emotional moments with residents and families
- Read a P&L, investigate variances, and manage time and priorities strategically instead of reactively
- Use technology and AI tools without burning out the team, and build a dashboard that invites coaching instead of blame
- Keep the community survey-ready and risk-aware all year
- Manage up to regional leadership and ownership without noise or surprise, and lead a team through organizational change
- Respond to a crisis with a stabilize, communicate, document, recover rhythm, and facilitate a dementia simulation for your team
- Scope, run, and present a real leadership project in your own community

Each of these competencies maps to the daily responsibilities of a property-level leader, who owns hiring, budgets, survey readiness, family escalations, and change across every department. The course focuses on job-specific skills tied to documented performance needs and state-recognized requirements in assisted living, memory care, and senior living settings.

4. Course Content and Format

Training is delivered over 20 hours in a blended model: 4 hours of online instruction followed by 16 hours of customized on-the-job training (OJT) completed at the trainee's worksite. The OJT component moves skill practice directly into the trainee's live work environment.

The curriculum is organized across 24 modules: a short orientation, five structured phases, and a capstone project:

1

Phase 1: Know Yourself First: Self-Awareness, Purpose & the Owner Mindset

The industry as a real career and the ecosystem residents live inside. Your DISC style, managing emotional reactions under pressure, and the owner mindset that connects daily decisions to the health of the whole community.

2

Phase 2: Build the Team: Recruit, Hire, Onboard & Keep Good People

Why every DISC strength matters on a care team and the shift from "I leadership" to "we leadership." Recruiting from non-traditional talent pools, interviewing for real evidence instead of likability, and a new hire orientation system that keeps good people past the first 90 days.

3

Phase 3: The Human Side of Leadership: Trust, Communication & Hard Conversations

Earning credibility across all shifts, building a recognition culture where good work becomes visible, making information stick across shifts and languages, holding direct conversations with employees and across departments, and de-escalating emotional moments with residents and families.

4

Phase 4: Run the Business: Finance, Time, Tech & Survey Readiness

Reading a P&L and investigating variances like a detective, managing time and priorities strategically, using technology and AI tools without burning out the team, building a dashboard that invites coaching instead of blame, and keeping the community survey-ready and risk-aware all year.

5

Phase 5: Lead Through Complexity: Change, Crisis & the Work Only You Can Do

Managing up to regional leadership and ownership without noise or surprise, leading a team through organizational change without going silent or over-promising, responding to a crisis with a stabilize, communicate, document, recover rhythm, and facilitating a dementia simulation that changes how a whole team responds to distress.

**Capstone Project**

Each leader chooses a meaningful problem, scopes a manageable project, tests a solution with a clear before-and-after measurement, and presents results to leadership. The capstone is completed on site during the OJT hours.

Total Hours	20 hours
Delivery Format	4 hrs online instruction + 16 hrs customized on-the-job training (OJT) at trainee's worksite
OJT Location	Completed at the employer's community, customized to the leader's departments, budget, and current priorities
Modules	24 modules
Certificate	Certificate of completion issued upon passing a final competency assessment
Eligible Departments	All Departments: Property-level and department leadership across care/wellness, dining, business office, sales, maintenance, activities
Cost	\$3,000 per participant Group pricing available for cohorts of 5 or more

About Embrace Learning

An Embrace of Learning is a workforce training provider built for senior care professionals. We design and deliver programs in supervisory practice, operations leadership, de-escalation, trauma-informed communication, disease condition management, and clinical skills for team members and leaders in senior living, memory care, assisted living, age-restricted housing, and skilled nursing. Every curriculum is written for the senior living workforce from the start, not adapted from general professional development content, and grounded in what frontline workers, supervisors, and administrators face on every shift. Programs cover every department and every role to support retention and upskilling in senior care.

Phone: 502-208-9834
Email: info@anembraceoflearning.com

Web: embraceix.com
Address: 9403 Mill Brook Road, Ste 100, Louisville, KY 40223