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Education

- 1994 - 1996 DePaul University
M.A., Experimental Psychology, College of Liberal Arts and Social Sciences
- 1988 - 1992 Syracuse University
B.S., Marketing Management, Whitman School of Management

Professional Experience

- 2021 – Present Senior Director of Workforce Research and Development
LeadingAge LTSS Center @UMass Boston
Washing, DC
- 2005 - 2021 Managing Director/Senior Research Associate
LeadingAge LTSS Center @UMass Boston
Washington, DC
- 2005 - 2008 Managing Director of the Better Jobs Better Care program
Institute for the Future of Aging Services, American Association of Homes and
Services for the Aging
Washington, DC
- 2002 to 2005 Research Associate
Institute for the Future of Aging Services, American Association of Homes and
Services for the Aging
Washington, DC
- 1998 - 2002 Project Director
Charlton Research Company
Walnut Creek, CA and Washington, DC
- 1997 - 1998 Project Manager
The Holm Group
San Francisco, CA
- 1995 Graduate Intern
McGraw Hill/London House
Rosemont, IL

Publications

Cimarolli, V. R., **Bryant, N.S.**, Falzarano, F., & Stone, R. (2022). Factors associations with nursing home direct care professionals' turnover intent during the COVID-19 pandemic. *Geriatric Nursing*, 48, 32-36.

Cimarolli, V.R. & **Bryant, N.** (2021). *Stress, Challenges, & Job Resignation in Aging Services Research Brief*. Washington, DC: LeadingAge LTSS Center @UMass Boston

Cimarolli, V.R., **Bryant, N.S.**, Falzarano, F., & Stone, R. (2022). Job Resignation in Nursing Homes During the COVID-19 Pandemic: The Role of Quality of Employer Communication. *Journal of Applied Gerontology*, 41(1), 12-21.

Bryant, N. (2021). *State-Sponsored, Entry-Level Training For Home Care Aides*. Washington, DC: LeadingAge LTSS Center @UMass Boston.

Bryant, N., Stone, R.I., Connelly, C., & Boerner, K. (in publication). *The Impact of Climate Change: Why Older Adults are Vulnerable Research Report*. Washington, DC: LeadingAge LTSS Center @UMass Boston.

Kansas State University and LeadingAge LTSS Center @UMass Boston. (2020). Using Medicaid Funds To Promote Person-Centered Care In Nursing Homes. Manhattan, KS: Kansas State University College of Health and Human Sciences and Washington, DC: LeadingAge LTSS Center @UMass Boston.

Bryant, N., Hennessee, A., & Cimarolli, V. (2020). *Portrait Of Our Members: Results of the LeadingAge Member Survey 2019*. Washington, DC: LeadingAge.

Spetz, J., Stone, R.I., Chapman, S.A., and **Bryant, N.** (2019). Home and community-based workforce for patients with serious illness requires support to meet growing needs. *Health Affairs*, 38(6), 902-909.

Stone, R.I., and **Bryant, N.** (2019). The future of the home care workforce: Training and supporting aides as members of home-based care teams. *Journal of the American Geriatrics Society*, 67(S2), S444-S448.

Stone, R.I., and **Bryant, N.** (2018-19). The politics of immigration: Who will care for grandma? *Generations*, 42(4), 50-56.

Bryant, N. (2018). *Research Snapshot: A Picture Of Foreign-Born Workers In Long-Term Services and Supports*. Washington, DC: Global Ageing Network and LeadingAge LTSS Center @UMass Boston.

Bryant, N. (2018). *Research Snapshot: Hiring and Integrating Foreign-Born Nurses and Personal Care Assistants In Long-Term Services And Supports*. Washington, DC: Global Ageing Network and LeadingAge LTSS Center @UMass Boston.

Hermer, L., **Bryant, N.S.**, Pucciarello, M., Mlynarczyk, C., & Zhong, B. (2017). Does comprehensive culture change adoption via the household model enhance nursing home residents' psychosocial well-being? *Innovation in Aging*, 1(2), 1-13.

Bryant, N. (2016). *With Help From Afar: The Role Of Immigrant Home Health Aides In Meeting The Growing Demand For Long-Term Services And Supports*. Washington, DC: LeadingAge Center for Applied Research.

Stone, R., Wilhelm, J., Bishop, C., **Bryant, N.**, Hermer, L, & Squillace, M. (2016). Predictors of intent to leave the job among home health workers: analysis of the national home health aide survey. *The Gerontologist*. 57(5), 890-899.

Bryant, N. (2015). *Residential Provider Expansion In Home And Community-Based Services*. Washington, DC: IAHSA and LeadingAge.

Bryant, N. (2015). *Dining Practices For Residents With Dementia: Case Studies Of 4 European Nursing Homes*. Washington, DC: IAHSA and LeadingAge Center for Applied Research.

Stone, R., Sutton, J.P., **Bryant, N.**, Adams, A., & Squillace, M. (2013). The home health workforce: A distinction between worker categories. *Home Health Care Services Quarterly*, 32(4), 218-233.

Stone, R.I., and **Bryant, N.** (2012). The impact of health care reform on the workforce caring for older adults. *Journal of Aging & Society*, 24(2), 188-205.

Stone, R.I., & **Bryant, N.** (2011). Educating Direct Care Workers on Transitions of Care, In P. Dilworth-Anderson and M. Palmer (eds.). Annual Review of Gerontology and Geriatrics, Volume 31 (1): Pathways Through The Transitions of Care for Older Adults. New York, NY: Springer Publishing Company.

Bryant, N.S., Alonzo, T., and Long, C.O. (November/December 2010). Palliative Care For Advanced Dementia: Adopting The Practice Of Comfort. *FutureAge*, 32-38.

Stone, R.I., **Bryant, N.S.**, & Barbarotta, L. (October 2009). Supporting Culture Change: Working Toward Smarter State Nursing Home Regulation. New York, New York: The Commonwealth Fund

Bryant, N.S. (November/December 2008). Quality in the Carolinas: How An Alliance Of North and South Carolina Nursing Homes Implemented The Wellspring Model: An Evaluation. *FutureAge* 7(6): 30-34.

Bryant, N.S., and Stone, R. (Fall 2008). The Role Of State Policy In Developing The Long-Term Care Workforce. *Generations*, 32(3), 71-76.

Bryant, N.S. (July/August 2007). Mentorship And Better Work Places: The Geriatric Education Master Mentor Program Makes Nurses Better Mentors and Trainers. Here is an Evaluation. *FutureAge*, 6(3), 38-41.

Bryant, N.S. (March/April 2007). Where are the Workers? BJBC Project Identifies Potential Pools of Direct Care Workers. *FutureAge*, 6(2), 41.

Bryant, N.S. (July/August 2006). Two Studies Tackle Recruitment and Retention. *FutureAge*, 5(4), 33.

Bryant, N.S. (May/June 2006). Expanding the Labor Pool For Consumer-Directed Home Care. *FutureAge*, 5(3), 29.

Scala-Foley, M. and **Bryant, N.S.** (2004). *Medicare Fraud and Abuse*. Washington, DC: Center for Medicare Education.

Bryant, N.S. (2004). *Medicare Prescription Drug Discount Cards*. Washington, DC: Center for Medicare Education.

Bryant, N. (2004). *Local Medical Review Policies*. Washington, DC: Center for Medicare Education.

Stein, N.Y. (2003). *Medicare Supplemental Insurance (Medigap)*. Washington, DC: Center for Medicare Education.

Stein, N.Y. (2003). *Prescription Drug Coverage For People With Medicare*. Washington, DC: Center for Medicare Education.

Select Presentations

Stone, R., **Bryant, N.**, Cataau, D., Ruffin, A., Gipson, K., Costa, M. Advancing Leadership Diversity through Strategic Partnerships. LeadingAge Annual Meeting, Denver, CO, 2022.

Cimarolli, V.R., Zimmerman, S., **Bryant, N.**, Franzosa, E., & Simpson, E. Challenges Faced by Nursing Home Direct Care Workers during COVID-19 Pandemic: A Comparison Across Settings. In V.R. Cimarolli (Chair), "Nursing Homes and COVID-19: Staff Experiences." Presented at the Annual Conference of the Gerontological Society of America, Virtual, 2021.

Stone, R.I., Thrash-Sall, E., **Bryant, N.S.**, Pugh, S., Thompson, J., & Ruffin, A.P. Promoting Diversity in Aging. LeadingAge Annual Meeting, Atlanta, GA, 2021.

Thrash-Sall, E., **Bryant, N.S.**, & Garrett, A. DEI Efforts in States and Communities. LeadingAge Annual Meeting, Atlanta, GA, 2021.

Stone, R.I., Thrash-Sall, E., Thompson, J., Pugh, S., **Bryant, N.S.**, & Ruffin, A.P. The Value Proposition for Diversity: Creating a Pipeline of Diversity in the LTSS Sector. Grantmakers in Aging Annual Conference, Virtual, 2021.

Hildebrandt, S. & **Bryant, N.** Strategies for Recruiting and Retaining an Older Adult Aging Services Workforce. LeadingAge Nebraska Annual Meeting, Lincoln, NE, 2019.

Scales, K. & **Bryant, N.**, Creating High Quality Jobs for Dementia Care Workers. Seminar on Gaps in the Dementia Care Workforce: Research Update and Data Needs. National Academies of Science, Engineering, and Medicine, Washington, DC, 2019.

Bryant, N., Brown, A., Grayson, S., Larson, T., Strategies for Recruiting and Retaining an Aging Services Workforce. PEAK Leadership Summit, Washington, DC, 2017.

Bryant, N., Laidman, C., Hinrichs, C., & Broaddus, J., Aging Services Providers' Services Expansion and Diversification. LeadingAge Annual Meeting and Expo, Boston, MA, 2015.

Wassel, J., **Bryant, N.**, Stone, R., Knapp, K., Long, J.C., Abushakrah, J., Siefert, J., Scruggs, D., & Faber, M., Workforce Competencies in the Aging Services Marketplace: Translation from Workplace to the Classroom. Association for Gerontology in Higher Education's 41st Annual Meeting and Education Leadership Conference, Nashville, TN, 2015.

Winchester, L., Craft Morgan, J., & **Bryant, N.** Competency-Based Training Models for Personal and Home Care Aides. PEAK Leadership Summit, Washington, DC, 2014.

Sutton, J., **Bryant, N.**, Stone, R., Squillace, M., Lucado, J., Job Quality of Home Health and Hospice Aides. Poster presentation at the Annual Meeting of the Gerontological Society of America (GSA), New Orleans, LA, 2013.

Bryant, N. & Austin, F., *Strengthening the Leadership Capacity of Frontline Long-Term Care Nurses.* LeadingAge Oklahoma Annual Conference, Midwest City, OK, 2012.

Bryant, N., *Workforce Issues in Long Term Care.* Florida Association of Homes and Services for the Aging Winter Regional meeting, FL, 2010.

Bryant, N., STAT! Addressing the Staffing Crisis for Healthcare Professionals. 2009 Healthcare Association Conference, Baltimore, MD, 2009.

Bryant, N., State Investment in Culture Change in Long Term Care. Academy Health Annual Research Meeting, Washington, DC, 2008.

Bryant, N., Santaromita, K. and Harris-Kojetin, L.D.: Development and Evaluation of a Consumer Education Osteoporosis Brochure. Annual Conference of the Gerontological Society of America (GSA), Dallas, TX, 2006.

Grant Supported Project Experience

The Impact of COVID-19 in Nursing Homes – Co-Investigator. The Donaghue Foundation. The LeadingAge LTSS Center @UMass Boston and WeCare Connect™ are studying the impact of the COVID-19 pandemic on the workforce that provides long-term services and supports and on the recipients of those services and supports. The team will analyze survey questions on WeCare Connect, an employee and resident engagement and management system, to ascertain the challenges workers are experiencing during the pandemic and how workers perceive the quality of employer preparedness and communication around COVID-19. We are also studying how COVID-19 impacts quality of life and health care-related outcomes of LTSS consumers. 10/1/20 - 3/31/22

Changing Talk Online Training Program – Consultant. National Institute on Aging and National Institute of Nursing Research. The Changing Talk Online (CHATO) communication training program, developed by the University of Kansas School of Nursing, is an educational program designed to increase staff awareness of the importance of effective communication to older adults and encouraging the use of evidence-based communication strategies during care for older adults in nursing homes and other care settings. LeadingAge LTSS Center @UMass Boston is worked the University of Kansas School of Nursing on two of their grants: NINR Clinical Trail Planning Grant and NIA Pilot Grant and is currently work on another NIA grant. The research team assisted in the development of the implementation guide and training manual for nursing homes participating in CHATO and in the development of the evaluation plan for future nursing home implementation. The Center will help evaluate the training program. 9/1/18 - 8/31/2020 and 9/15/20 - 5/31/2025

COVID-19 in nursing homes: Who is leaving the job – Senior Advisor. Aging in America. The overall purpose of this 1-year project is to study the impact of the pandemic—captured in May 2020 by WeCare Connect—on nursing homes employees’ decisions to resign from their job over a 6-month follow-up period and the specific pandemic-related reasons that employees report for why they resigned. We are also studying whether the specific challenges and stresses associated with resigning from the job vary by type of nursing home employee and how the quality of employer preparedness and communication around COVID-19 impact workers’ decision to resign from their job. 10/1/20 – 9/30/20.

Climate Change and Older Adults – Project Manager. LeadingAge LTSS Center and the Sustainable Solutions Lab (SSL) at University of Massachusetts Boston (UMB) collaborated on a project to examine how climate change impacts the older adult population. A report and issue brief based on the findings from a literature review highlighted the characteristics of older adults that make them more vulnerable to the effects of climate change, the impacts of environmental hazards and climate change on older adults, the preparation of the older adult population and ability to recover, and what can be done to address these concerns and help this vulnerable population. 2020

Best Practices and Innovative Models for Stabilizing Colorado Direct Care Workforce – Project Manager. State of Colorado Department of Health Care Policy & Financing. Conducted a literature review on best practices and innovative models for stabilizing Colorado direct care workforce. The team also conducted interviews with representatives from six states who developed and implemented standardized, state-sponsored entry-level training for the home care workforce. 1/1/20 - 6/30/20

Universal Home Care Professional – Project Manager. Gordon and Betty Moore Foundation. The research team conducted a multi-state analysis to identify what states have been doing in terms of training, certification, nurse delegation, and career pathways, particularly as it relates to advanced home care roles, through a literature review and key stakeholder interviews. The project culminated in a report summarizing the findings and highlights several key programs that can serve as a promising practice or model for the implementation of the universal home care worker position or a similar type of home care aide position. 11/1/18 - 5/31/19

Evaluating a Contemplative Care Approach for Nursing Homes – Project Manager. New York Zen Center for Contemplative Care (NYZCCC). Evaluated the impact of NYZCCC’s Contemplative Care approach on nursing home residents and the impact of NYZCCC’s Resiliency Training on nursing home staff. The evaluation included staff surveys, MDS data, and focus groups to understand the impact of the intervention on residents and staff and the experiences of staff participating in the intervention. 4/1/18 - 7/31/20

Addressing Future Home-Based Health and Personal Care Needs for a Growing and Diverse Population – Consultant. The Sims Lab at Massachusetts General Hospital. This project addressed the impending health and home care aide workforce crisis. Researchers reviewed the history of research, policy change, and practice models involving community-based direct-care workers, and identified opportunities for developing a direct-care workforce that is prepared and well-positioned to improve care outcomes within interdisciplinary home-based care teams. Provided consultation on the project. Project partners included Mongan Institute Health Policy Center, PHI, the Department of Gerontology at UMass-Boston, and the LeadingAge LTSS Center @UMass Boston. 1/1/18 - 5/31/19

HUD Supportive Services Demonstration for Elderly Households Implementation - Site Liaison. U.S. Department of Housing and Urban Development. In partnership with Lewin and National Well Home Network, this project supported a randomized controlled trial by the to implement a demonstration of an enhanced service coordinator/wellness nurse team model in 40 HUD-assisted senior housing properties across the country. The implementation team designed the demonstration model and supported the intervention sites with training, technical assistance, and quality assurance over the three-year demonstration. 9/15/16 – 10/20/20

Long-Term Services and Supports Migrant/Immigrant Workforce – Project Manager. The LeadingAge LTSS Center @UMass Boston worked with the Global Ageing Network to explore the role that migrant/immigrant workers can play in delivering long-term services and supports to the world's growing older population. Through the project, researchers conducted a comprehensive environmental scan of the migrant/immigrant nurse and direct care workers in the United States and across the globe. They also conducted telephone interviews with representatives of nine LTSS provider organizations in the U.S. and outside the U.S. The study provided insights into the strategies to recruit foreign-born workers, their personal characteristics and working conditions and how they differ from native-born workers, the challenges and opportunities to support the LTSS migrant/immigrant workforce as well as exemplar programs, and the impact of this workforce on staff and recipients of care. 2/1/17 - 1/31/18

Trends in Workforce and Home Care Needs – Senior Research Associate. Department of Health and Human Services, Assisted Secretary for Planning and Evaluation (ASPE). In partnership with Global Evaluation and Applied Research Solutions (GEARS) Inc., designed and implemented a comprehensive environmental scan to assist ASPE in supporting policy and planning activities that address current and future trends in home care, including the home care and long-term care workforce. The Center served as a consultant on the project and assisted in the literature review and writing of the report. The study identified trends in long term care that will shape the future caregiving workforce; synthesized the evidence of new and rapid developments in home care; identified intersections between emerging workforce trends and experiments in health care system transformation; identified the challenges for meeting future needs; and identified the implications for workforce policy, including future research recommendations that may be undertaken to advance knowledge and address any gaps. 10/1/16 -9/30/2017

Residential Provider Expansion into Home and Community-Based Services – Project Manager. Sodexo USA, Inc. Conducted a cross-national study to explore how 9 providers of aging services in the U.S., Canada, Europe, and Australia expanded their business lines to include the provision of home and community-based services. The team produced a case study report featuring the nine providers and provided practical information that could help other providers plan and implement similar expansions. 9/1/14 - 11/30/15

Personal and Home Care Aide State Training Program Evaluation Study– Subject Matter Expert. Health Resources and Services Administration. In partnership with Walter R. McDonald and Associates, Inc., the team designed and implemented a national evaluation of the Affordable Care Act (ACA) Personal and Home Care Aide Training (PHCAST) program. PHCAST supported the development, evaluation, and demonstration of a competency-based and uniform curriculum to train qualified personal and home care aides. The Center provided technical assistance to two states. The national evaluation provided findings about the ACA outcomes for the PHCAST program as a whole. It also described differences among the states' programs and associated outcomes, taking into account the State environments within which the programs operated. 8/9/12 - 7/8/15

Analysis of the National Home Health Aide Workforce Survey – Project Manager. Office of the Assistant Secretary for Planning and Evaluation (ASPE). LeadingAge Center in partnership with Social & Scientific Systems, Inc. conducted an analysis on the frontline workforce in home care using the 2007 National Home Health Aide Survey linked with the 2007 National Home and Hospice Care Survey and other state-level data. The project resulted in 3 publications: 1) The home health workforce: A distinction between worker categories; 2) With help from afar: The role of immigrant home health aides in meeting the growing demand for long-term services and supports; and 3) Predictors of intent to leave the job among home health workers: Analyses of the national home health aide survey. 9/30/11 - 8/31/13; 6/1/12 - 2/1/15

International Case Study of Best Practices in Dining for People with Dementia – Project Manager. Sodexo USA, Inc. LeadingAge and the Global Ageing Network conducted a cross-national study to explore best practices of effective dining practices for residents with dementia. The team produced a case study report featuring five European residential care homes with exemplary programs. The report described the programs and summarized the various elements of good dining practices, the challenges and barriers to the development of the program, benefits to the target population, costs of implementing the program, savings to public and private payers, and long-term sustainability. 6/1/12 - 2/28/13

New York City Alzheimer’s Association Cost Study of a Palliative Care for Advanced Dementia Training Program – Project Manager. New York City Alzheimer’s Association. “Palliative Care for Advanced Dementia: A Model Teaching Unit Program” is a program to improve the quality of life for those with dementia and their families. The program is based at Beatitudes campus and the goal is to create a replicable and practical model of excellent advanced dementia care and to share this model with nursing facilities in Arizona. We conducted a cost study to determine the cost effectiveness of the replicated training program. 7/1/11-12/31/14

Beatitudes Cost Study of a Palliative Care for Advanced Dementia Training Program – Project Manager. BHHS Legacy Foundation. “Palliative Care for Advanced Dementia: A Model Teaching Unit Program” is a program to improve the quality of life for those with dementia and their families. The program is based at Beatitudes campus and the goal is to create a replicable and practical model of excellent advanced dementia care and to share this model with nursing facilities in Arizona. We conducted a cost study to determine the cost effectiveness of the training program. 4/1/08 - 11/30/09

State Investments in Culture Change – Project Manager. The Commonwealth Fund. Examined and documented the extent to which and in what ways states have engaged in promoting, encouraging, and supporting culture change activities in nursing homes. The project described and showcased eight states that had made a significant investment in culture change activities. The case studies highlighted the activities and level of support provided by each state, the challenges, the successes, and the failures. The findings provided valuable insights and guidance for other states interested in investing in long-term care culture change activities. 1/1/06 - 2/28/08

Better Jobs Better Care – Managing Director. The Robert Wood Johnson Foundation and Atlantic Philanthropies. In partnership with the PHI and Penn State University, we managed the national workforce improvement initiative that addressed the shortage of high quality and committed workers in long-term care. This included testing the effectiveness of state-based coalitions that implemented

changes in policy and practice to build a stable, high-quality workforce and research projects to test recruitment and retention of direct care staff. 9/1/02 - 12/31/07

Comprehensive Geriatric Education Program (CGEP)—Project Director. Health Resources and Services Administration. In partnership with the University of Kansas Medical Center, implemented and evaluated a train-the-trainer model of geriatric education and mentoring/adult learning intended to facilitate the transfer of evidence-based clinical knowledge and skills into practice in geriatric care settings through the training of registered nurses (RNs) as Master Mentors. 9/1/07 - 8/31/10

Examine the Implementation of Lutheran Wellspring Alliance of the Carolinas—Project Director. Duke Endowment. Designed and conducted formative and summative process evaluation of the implementation of an innovative quality improvement and workforce development initiative in nine Lutheran nursing homes across North and South Carolina. 1/05 - 6/08

Consumer Education Tools and Strategies – Project Director. Centers for Disease Control and Prevention. The goals of this project were to conduct research with consumers and professionals alike to evaluate health materials (e.g., pneumococcal vaccination) and explore the link between consumer education tools on health promotion and changes in health behavior. We developed recommendations for improving these materials as well as strategies for future health promotion programs and campaigns. 8/01 - 8/06

Center for Medicare Education (CME) – Research Associate. Robert Wood Johnson Foundation. The Center supported efforts by professionals and trained volunteers to promote a general understanding of the Medicare program and assist beneficiaries and their families in making critical decisions about health care coverage. It accomplished this through technical assistance, information and resources, training, targeted research, and conferences. 1998 - 2003