

LEANNE J. CLARK-SHIRLEY, PhD, FGSA

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Leanne Clark-Shirley, Ph.D. (Gerontology, UMBC) is a social gerontologist and Vice President of Programs & Thought Leadership at the American Society on Aging (ASA). She oversees ASA's programs and publications, and is leading the creation of new strategic offerings. Dr. Clark-Shirley has nearly 20 years of experience working in aging-related nonprofit, consulting and academic environments. Before joining ASA, she was AARP's Senior Evaluation Advisor, responsible for strategic planning, building internal evaluation research capacity, and measuring impact. Prior to that, she led the Aging and Disability research practice at IMPAQ International, a think-tank and policy research firm. She is a fellow of the Gerontological Society of America, teaches courses on policy and aging, and regularly mentors students interested in non-academic careers in aging.

Education

Ph.D., Gerontology, University of Maryland, Baltimore County/University of Maryland, Baltimore, 2012

Dissertation: "Effects of Informal Caregiving on Critical Care Registered Nurses' Work Outcomes"

Major Advisors: Robert L. Rubinstein, Ph.D.; Leslie A. Morgan, Ph.D.

M.G.S., Gerontological Studies, Miami University of Ohio, 2004

B.A., Psychology, Social Gerontology, Miami University of Ohio, 2002

Professional Experience

American Society on Aging <i>Washington, D.C.</i>	Vice President, Programs & Thought Leadership	2020 – present
AARP <i>Washington, D.C.</i>	Senior Evaluation Advisor	2018 – 2020
IMPAQ International, LLC <i>Columbia, MD</i>	Senior Research Associate	2014 – 2018
University of Hawaii at Manoa, Center on Aging <i>Honolulu, HI</i>	Research Specialist	2013 – 2014
IMPAQ International, LLC <i>Columbia, MD</i>	Research Analyst	2009 – 2010
University of Maryland, Baltimore County, Center for Aging Studies <i>Baltimore, MD</i>	Graduate Research Assistant	2004 – 2009

The American Medical Student Association <i>Reston, VA</i>	Consultant	2008
Eldercare Education Consultants, LLC <i>Cincinnati, OH</i>	Founding Partner, Consultant	2004 – 2010
Otterbein Retirement Living Communities <i>Lebanon, OH</i>	Strategic Planning Consultant	2004

Selected Research Experience

Senior Consultant, Evaluation of a Pilot Project to Increase Community Collaboration 2019-2020

Client: National Retired Teachers Association (NRTA)

The NRTA: AARP's Educator Community is sponsoring a pilot program in five states to understand best practices for successful Retired Educator Associations (REA) and AARP State Office collaboration. AARP Research is conducting an evaluation to understand different strategies and events used to encourage collaboration, to distill best practices, inform more systematic reporting across sites, and determine effectiveness metrics feasible to collect across all sites. Dr. Clark-Shirley designed the evaluation plan, and is the senior consultant to the team.

Senior Consultant, Process and Outcome Evaluation of a Latino Family Caregiver Program 2019-2020

Client: AARP California State Office

The AARP California state office launched a program to connect Latino family caregivers in Los Angeles Supervisorial District 1 (SD1) to a constellation of programs and services they need. AARP Research is working with the AARP California state office to design an evaluation of this program. The mixed-method evaluation is designed to understand how successfully the program is reaching Latino caregivers, increasing their awareness of available services, and encouraging uptake of services for which caregivers and their loved ones qualify, how effective the program structure is, from the perspective of partners, volunteers, and participating caregivers, and whether it yields positive outcomes for participating caregivers. Dr. Clark-Shirley designed the evaluation plan and is serving as the senior consultant to the team.

Project Director, Evaluation of the Geriatrics Workforce Enhancement Program (GWEP) 2016-2018

Client: American Geriatrics Society

IMPAQ International conducted a two-phase program evaluation to capture data on grantee successes, challenges, and preliminary outcomes of the Health Research and Services Administration's Geriatrics Workforce Enhancement Program ("GWEP"). Understanding the progress of GWEP grantees in the first three years of funding helped inform future iterations of the grant program, and to determine overall success of the GWEP. This evaluation supported the American Geriatrics Society's role as the John A. Hartford Foundation GWEP Coordinating Center by examining information submitted by grantees and collecting primary data from key GWEP grantee stakeholders. The overall goal of the evaluation was to support the Health Resources and Services Administration (HRSA) and the John A. Hartford Foundation in strengthening future GWEP funding cycles. Two primary objectives formed the basis of the evaluation: 1) to inform future HRSA programming, and 2) to understand whether and how grantees are collectively meeting larger programmatic goals. Dr. Clark-Shirley led all evaluation activities, including the evaluation design plan, GWEP grantee materials review, virtual focus groups, web-based surveys, and two project reports.

Project Director, Evaluation of Graduate Nurse Education Demonstration Program Phase 2 2014-2018

Client: Centers for Medicare and Medicaid Services, Centers for Medicare and Medicaid Innovation

The Graduate Nurse Education (GNE) Demonstration, mandated under Section 5509 of the Affordable Care Act (ACA) of 2010, has the goal of increasing the number of Advance Practice Registered Nurses (APRNs) by expanding clinical training opportunities. IMPAQ assisted CMS with an independent process, effectiveness/impact, and cost/cost-effectiveness evaluation of the GNE Demonstration. Specifically, the evaluation ascertained growth in the number of APRNs overall and by APRN specialty, and costs of the demonstration to the Medicare program through a mixed-methodology design. IMPAQ conducted both primary and secondary data collection and analysis. Primary data collection included: in-depth interviews, focus groups, check-in calls, and a quantitative data instrument fielded to the demonstration networks within the GNE demonstration. Secondary data analysis used the American Association of Colleges of Nursing's (AACN) database and the Integrated Postsecondary Education Data System (IPEDS) data from the National Center for Education Statistics. Dr. Clark-Shirley was the Project Director, responsible for ensuring the effective management and coordination of all project activities during the period of performance, including oversight of project staff and consultants. She was responsible for the technical direction of the work and for the day-to-day management of all tasks. Dr. Clark-Shirley led the integration of qualitative findings with impact and cost-effectiveness results. The team delivered a Report to Congress with preliminary evaluation findings in 2017.

Project Manager and Technical Lead, Long Term Services and Supports (LTSS) Information and Tracking System 2014-2017

Client: Mississippi Division of Medicaid (2014 – 2017)

IMPAQ supported FEi Systems along with subcontractor Hilltop Institute in the design and implementation of a Continuous Quality Improvement ("CQI") process for the Mississippi Division of Medicaid, as part of a larger eLTSS Tracking System development contract. This involved working with FEi, state-level stakeholders, and state agency partners to build a CQI framework and identify performance measures to track quality across five 1915(c) waiver programs. Work also supported Mississippi to satisfy CMS Balancing Incentive Program (BIP) reporting requirements. As part of the CQI framework, IMPAQ administered two in-person consumer satisfaction surveys (National Core Indicators, and National Core Indicators – Aging and Disabilities Consumer Survey) to over 1,300 waiver service recipients in Mississippi, developing and implementing a mailed experience and satisfaction family caregiver survey, and reviewing and recommending requirements for Medicaid service providers. Dr. Clark-Shirley developed the family caregiver survey, and was the project manager, subject-matter expert in home- and community-based services and participant experience assessment instruments, and led all data analyses and report-writing.

Researcher, Evaluation of Aging and Disability Resource Centers (ADRCs) 2012 – 2014

Client: Administration for Community Living

IMPAQ, in partnership with Abt Associates, conducted the first national evaluation of Aging and Disability Centers (ADRCs), a collaborative effort of the Administration for Community Living (ACL) and other Federal partners. The evaluation examined the impact of ADRCs in facilitating access to long-term services and supports for older adults and persons with disabilities, and identified community characteristics that enhance the effectiveness of ADRCs in fulfilling their mission. The evaluation had a process evaluation component and an outcome evaluation component. The process evaluation involved a web-based survey of all of around five hundred ADRCs. The outcome evaluation was based on telephone interviews with 3,400 consumers of 23 randomly selected ADRCs and a matched comparison group of twenty Area Agencies on Aging. Dr. Clark-Shirley assisted with the evaluation plan, site recruitment, and interpretation

and reporting of results.

Project Manager, Technical Task Lead, Re-Engineering of Hawaii's Adult Protective Services Program

Client: Department of Human Services, State of Hawaii

2012 – 2014

The University of Hawaii at Manoa Center on Aging was contracted to conduct a re-engineering and internal needs assessment of the state's Adult Protective Services (APS) program, which is the state entity designated with investigating allegations of abuse toward vulnerable adults. Dr. Clark-Shirley led the evaluation design, which included a demographic context report, internal needs assessment, and review of evidence-based literature in adult protection, culminating in a final recommendations report. She developed interview protocols and led the collection and analysis of qualitative data, analyzed a quantitative survey of community partners, and led the writing of the final project report.

Researcher, National Balancing Indicator Project (NBIP) to Conduct Research on Long-Term

Support System Balancing Indicators

2010 – 2014

Client: Centers for Medicare & Medicaid Services, U.S. Department of Health and Human Services

This contract extended IMPAQ's work in refining a set of national indicators to assess states' efforts to balance their long-term support system between institutional and community-based supports, including the characteristics associated with improved quality of life for individuals. Dr. Clark-Shirley assisted with the development and refinement of a number of indicators measuring self-direction, community integration and inclusion, and sustainability, and helped develop a set of criteria specific to assessing long-term services and supports measures.

Researcher, National Balancing Indicator Contractor (NBIC) to Conduct Research on Long-term

Support System Balancing Indicators

2007 – 2014

Client: Centers for Medicare & Medicaid Services, U.S. Department of Health and Human Services

IMPAQ supported CMS by developing a set of national indicators to assess states' efforts to balance their long-term support system between institutional and community-based supports, including the characteristics associated with improved quality of life for individuals. As part of this project, IMPAQ conducted a literature review to identify current indicators in use or under development, consulted with stakeholders to obtain their perspective on the measures to be included in the set of indicators, developed and tested a set of National Balancing Indicators with states, and supported the development of state data systems to measure the indicators in a consistent fashion. Dr. Clark-Shirley assisted with the operationalization of indicators by conducting literature-based research and helping facilitate collaborative meetings with national experts and stakeholders, to create meaningful measures applicable to unique populations of youth, adults, and older adults with disabilities as well as their caregivers. She is currently providing technical assistance to State grantees as they provide data on the indicators via an online data collection tool.

Researcher, Design an Evaluation of Three Administration on Aging Programs

2009 – 2010

Client: The Agency for Healthcare Research and Quality, Department of Health and Human Services

This project designed the framework for a rigorous formative and summative evaluation of three AoA programs: Aging and Disability Resource Centers, Community Living Program, and Evidence-Based Disease and Disability Prevention Program. Work involved developing interview questionnaires, and convening site visits, a stakeholder meeting, and a Technical Expert Panel meeting. The formative evaluation design also included a Continuous Quality Improvement component that provided guidance on how these programs could mature and be more effective. Dr. Clark-Shirley assisted with the development of randomized control trial and quasi-experimental design options, and a participant experience survey. She

also led site visits to gain insight into target populations targeted and served, program structures and services, and program outcomes that held implications for effective evaluation design.

Selected Papers, Publications, and Presentations

Publications and Selected Project Reports

Schwartz, A.J., Clark-Shirley, L.J., Rainville, G.C., & Lee, M.H. (2020) General and gender-specific dynamics determining the health status of employed family caregivers, *Journal of Women & Aging*, <https://doi.org/10.1080/08952841.2020.1819179>

Clark-Shirley, L.J., Canham, S.L., & Doyle, P. (2020). Dr. Robert L. Rubinstein's legacy, through the lens of teaching and mentorship. *Gerontology & Geriatrics Education* <https://doi.org/10.1080/02701960.2020.1768083>

Kruger, T.M., Clark-Shirley, L.J., & Guest, M.A. (2019). Careers in aging: how job-seekers search for and how employers advertise positions in aging-related markets. *Educational Gerontology*, 45, 483-494.

Ruiz, S., Urdapilleta, O., Clark-Shirley, L.J., Howard, J., & Poey, J., (2012). Indicators of a balanced long-term service and support system: Examining the impact on individuals aging with a lifelong disability. *Journal of Geriatric Social Work*, 55, p. 126-145.

Brown, P. & Clark-Shirley, L.J. (2011). Intimacy. In Lange, J. (Ed.), *The Nurse's Role in Promoting Optimal Health of Older Adults: Thriving in the Wisdom Years*.

Frankowski, A.C., & Clark, L.J. (2010). Sexuality and intimacy in assisted living: residents' perspectives and experiences. *Sexuality Research and Social Policy*, 6, p. 25-37.

Dobbs, D., Rubinstein, R.L., Clark, L.J., Keimig, L., Frankowski, A.C., Zimmerman, S., & Eckert, J.K. (2008). Stigma in assisted living. *The Gerontologist*, 48, p. 517-526.

Ball, M.M., Eckert, J.K., Keimig, L., & Clark, L.J. (2005). Using research to improve assisted living for residents, families, staff. [newsletter]. American Society on Aging, San Francisco CA.

Clark, L.J. (2005). TriHealth employee services survey report. Eldercare Education Consultants, LLC: Cincinnati, OH.

Selected Presentations

Schwartz, A.J., Clark-Shirley, L.J., & Rainville, G. (2019). General and Gender-specific dynamics determining the health status of working informal caregivers. Presentation at the 2019 Annual Meeting of the Gerontological Society of America, November 2019, Austin, TX.

Clark-Shirley, L.J. (2017). National View of the Geriatrics Workforce Enhancement Program [GWEP] Grant. Invited presentation at the 2017 Annual Meeting of the American Geriatrics Society, May 2017, San Antonio, TX.

Nishita, C., & Clark-Shirley, L.J. (2015). Building an age-friendly Honolulu: Data, Collaboration and Opportunities. Presentation at the 2015 Annual Meeting of the American Society on Aging, March 2015, Chicago, IL.

Clark-Shirley, L.J. (2013). Working “Double-Duty”: Employment Outcomes of Critical Care Registered Nurses Caring for Older Friends and Family. Presentation at the 2013 Annual Meeting of the Gerontological Society of America, November 2013, New Orleans, LA.

Clark-Shirley, L.J. (2013). Working “Double-Duty”: Employment Outcomes of Critical Care Registered Nurses Caring for Older Friends and Family. Presentation at the 2013 Annual Meeting of the Gerontological Society of America, November 2013, New Orleans, LA.

Clark-Shirley, L.J. (2012). The Effect of Caregiving on RN Job Satisfaction, Workplace Relationships, and Work-Family Spillover. Presentation at the 2012 Annual Meeting of the Gerontological Society of America, November 2012, San Diego, CA.

Clark-Shirley, L.J., Howard, J., & Urdapilleta, O. (2012). Measurement of State LTSS Systems: The Evaluation of Existing Efforts and Developing New Indicators. Presentation at the 2012 Annual Meeting of the Gerontological Society of America, November 2012, San Diego, CA.

Clark-Shirley, L.J., Moore, T., Eastman, M., & Urdapilleta, O. (2010). Developing indicators to measure progress and success in rebalancing long-term support services. Presentation at the 2010 Annual Meeting of the Gerontological Society of America, November 2010, New Orleans, LA.

Clark-Shirley, L.J. (2010). National Balancing Indicator Contract: Operationalization and scoring of long-term support services indicators. Presentation at the Centers for Medicare & Medicaid Services National Data Summit, October 2010, Baltimore, MD.

Teaching Experience

Graduate Adjunct Lecturer, McDaniel College Gerontology Program	2020 - present
<i>Courses taught: GRN 505 - Public Policy & Aging</i>	

Adjunct Professor, UMBC Erickson School of Aging Studies	2020 - present
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Honors and Awards

Fellow, Gerontological Society of America, 2020

Recipient, National Alliance for Caregiving Scholarship, March 12, 2014

Invited Panelist, Governor of Hawaii’s 2014 Women’s Forum, March 1 2014

Professional Service

Member, Gerontological Society of America (GSA), Academy for Gerontology in Higher Education (AGHE) Program of Merit Board of Reviewers, 2020-present

Delegate, Leadership Council on Aging Organizations, 2020-present

Peer Reviewer, The Gerontologist; Occupational Therapy in Health Care; Health Science Reports, 2009 – present

Co-founder and co-chair, Annual Service Project, Gerontological Society of America, 2008 –present

Planning Committee Member, Baltimore Aging 2.0, 2019-2020

Member, Board of Directors, Hawaii Family Caregiver Coalition, 2013 –2014

Member-at-large, Board of Directors, Hawaii Pacific Gerontological Society, 2012 – 2014

Member-at-large, Board of Directors, The Caregiver Foundation of America, 2012 - 2014

Appointed co-chair, Business and Aging Task Force, Association for Gerontology in Higher Education, 2008 – 2011

Finance Committee Member, Association for Gerontology in Higher Education, 2008 – 2009

Task Force member, Emerging Scholars and Professionals Organization of the Gerontological Society of America, 2007 – 2009
