



Rethinking Age at Work

**TRAINING FOR HOSPITAL ASSOCIATION
OF SOUTHERN CALIFORNIA**

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Let's get to know each other!

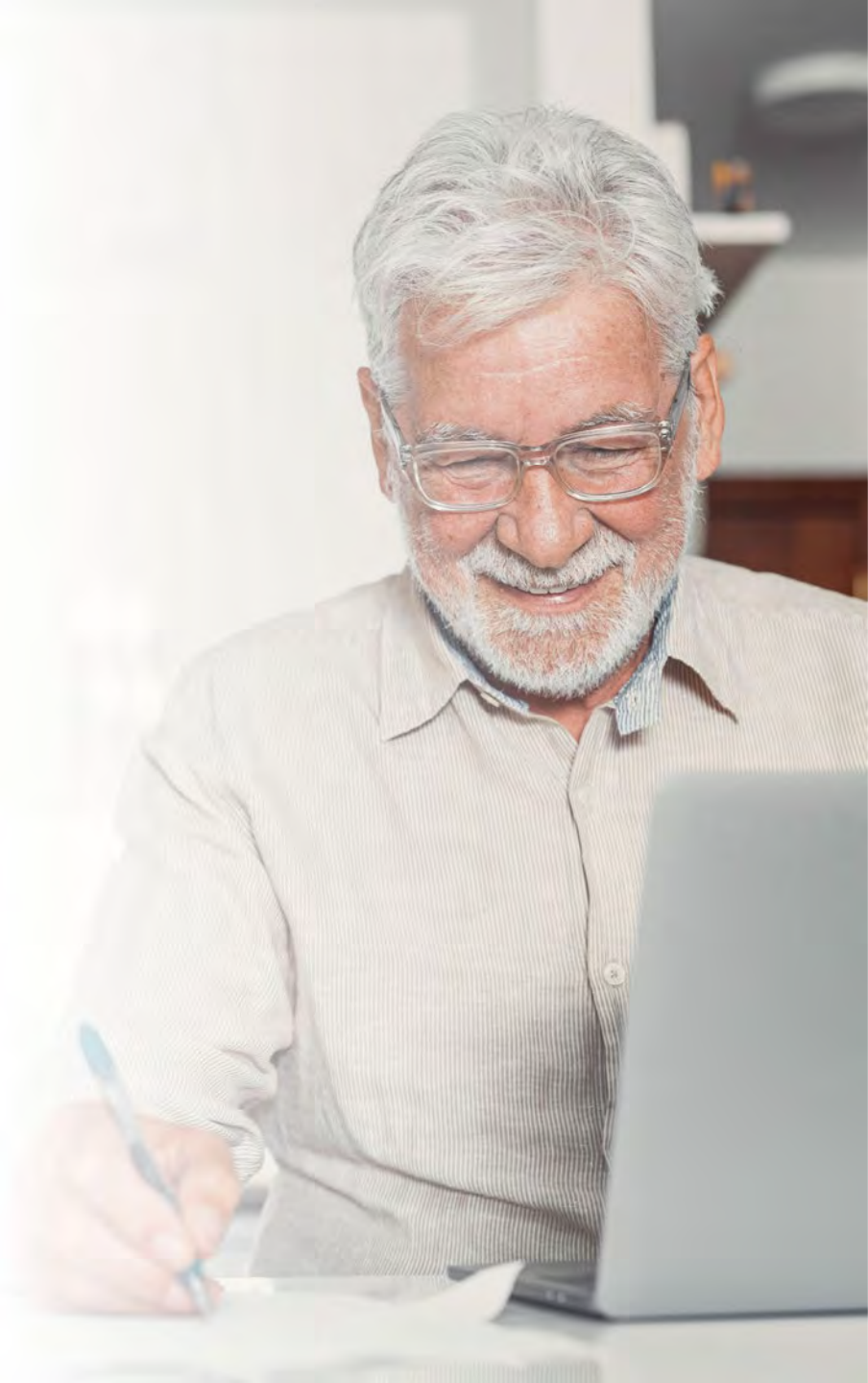
Please introduce yourself in the chat!

Name, Organization, Title



Workshop Objectives





Workshop Objectives

1

Understand the intersectionality of age.

2

Understand the challenges Workers 55+ face.

3

Apply age-inclusive practices to hospital workforce scenarios.

4

Understand how an aging healthcare workforce affects hospital recruitment, retention, training capacity, and knowledge transfer.

5

Identify practical strategies to hire, retain, develop, and advance workers across ages and career stages.

Practicing Engagement

We want to create an intentional space for sharing, learning, and growing together!

Speak from the “I” perspective.

Be aware of the time and attention you take up in this space, and take what you need.

Be present.

Respect others’ right to confidentiality.

Avoid assumptions or generalizations.

Stay focused on the common goal.

Acknowledge that there are belief systems unique from your own.

Be open.





Our mission is to
empower people
to choose how they
live as they age.

As people live, learn, and earn longer, the 5-generation workplace is an emerging reality.

Research show that age-inclusive workforces are more productive, resilient, and innovative^[1].

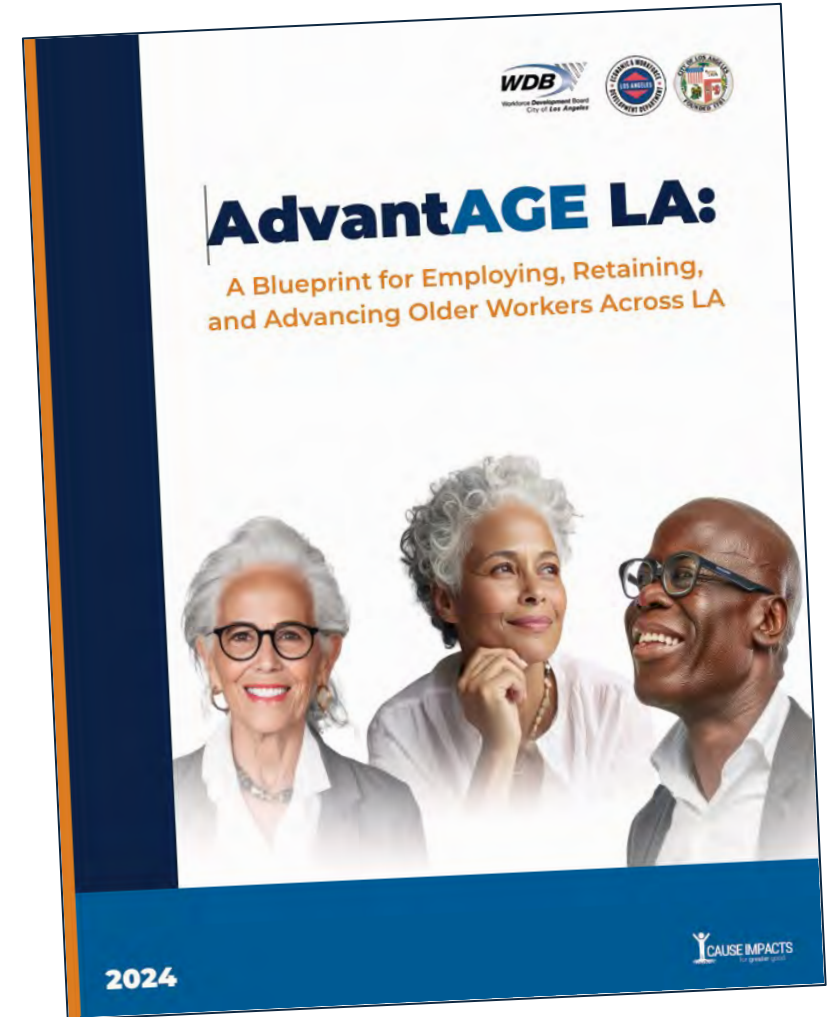
We are all are responsible for making an equitable and inclusive workforce possible.

[1] OECD (2020), Promoting an Age-Inclusive Workforce: Living, Learning and Earning Longer, OECD Publishing, Paris

This training is part of the City of Los Angeles' AdvantAGE LA Plan Implementation

- the nation's first comprehensive workforce strategy dedicated to employing, retaining, and advancing adults 55+.

This plan was co-developed by the City of Los Angeles Workforce Development Board (WDB) and the Economic and Workforce Development Department (EWDD), in collaboration with partners including AARP California.



Read the full report: bit.ly/AdvantageLAREport and/or check out the [AdvantAGE LA Overview](#)



Why Age Inclusion Matters to the Healthcare Workforce

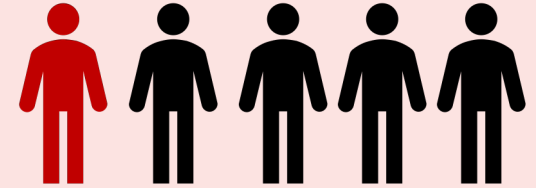
National Shift in Workforce Demographics

2035

Adults 65+ will outnumber people under 18 for the first time in U.S. history.

#1

Fastest-growing labor- segment nationwide is people beyond traditional retirement age.



1 in 5

Workers is an older worker

(20% and growing!)

~80%

growth in people 75+ in the labor force, 2022–2032

57%

of non-retirees 50+ expect to work into retirement for financial reasons.

Healthcare's Aging Workforce is an Asset & a Risk

Older Workers are essential to healthcare delivery.

55+ workers hold clinical expertise, patient knowledge, organizational relationships, and institutional memory that are difficult to replace.

“Hospitals cannot afford to make assumptions about retirement, overlook older workers for advancement, or wait until experienced staff leave to begin knowledge transfer.”

Recent OC Healthcare Workforce report shows:

28%

of Orange County
healthcare workers are
55+

25%

of registered nurses
are 55+

~35%

of physicians are 55+

37%

of home health &
personal care aides are
55+

Benefits of a Multigenerational Workforce

- Intergenerational teams are proven to be more effective and foster innovation.
- Adults 55+ can help train & mentor.
- Retaining and hiring Workers 55+ can help employers address workforce shortages and increase diversity.
- All workers can benefit from employee centered policy.
- Workers 55+ have less turnover, bring institutional knowledge and cross-sector experience.



Successfully Leading Mixed-Age Teams – A Checklist

Precondition for an effective mixed-age team	Does this describe your team?
My team's dynamics do not position age at the center of how we see each other or our work, or in how we frame disagreements in our team.	Often / Sometimes / Rarely
My team's norms and behaviors promote a high appreciation of age diversity.	Often / Sometimes / Rarely
My team has an overall positive climate within our group's working relationships and collaboration style.	Often / Sometimes / Rarely
My team actively works to recognize and reduce age bias in our workplace.	Often / Sometimes / Rarely
My team improves ergonomic design in our workplaces, especially for work that is physical in nature.	Often / Sometimes / Rarely
My leadership of the team and interactions with each team member consider each individual's unique life and professional experience.	Often / Sometimes / Rarely

Seeing Age in a New Way



What is Ageism?



Ageism

Prejudice

Negative feelings

Stereotypes

Negative thoughts

Discrimination

Negative actions

That create
unfavorable outcomes
for people, based on
their perceived age.

Employment Discrimination and Ageism

64% of Older Workers (50+) say they have seen or experienced age discrimination in the workplace. **(AARP)**



Over 50% of workers over the age of 50 have experienced involuntary job separation.⁵



After separations, Older Workers are substantially **less likely to find new work** compared to people under 55.



Older Workers who find work typically **make 23–41% less** than they did in previous roles.⁶

Have you ever felt
left out or judged
because of your age
at work?



The Five-Generation Workforce

	Traditionalist	Baby Boomers	Gen X	Millennials	Gen Z
Birth Year Range	1928-1945	1946-1964	1965-1980	1981-1994	1995-2012
Pivot Crisis	World War II (1939-1945) Great Depression (1929-1939)	JFK Assassinated (1963) Civil Rights Act (1964)	Stock Market Crash (1963)	September 11 (2001)	Global Financial Crisis (2008)
Percentage of Workforce	1%	15%	31%	36%	18%
Workspace Layout	✓ Rows of desks in large open rooms ✓ Managers had private offices overlooking the workflow	✓ Open desk groupings with partitions ✓ Mid-level staff had private offices ✓ Secretaries were grouped centrally	✓ Mass cubicles ✓ Lavish executive spaces	✓ Wired desks arranged in open concept offices	✓ Distinct zones for work, collaboration, lounging, and socializing
Negative Stereotype	Over the Hill & Miserly	Out of Touch & Resistant to Change	Apathetic & Cynical	Entitled & Self-centered	Lazy & Overly Reliant on Tech

Who here identifies as...

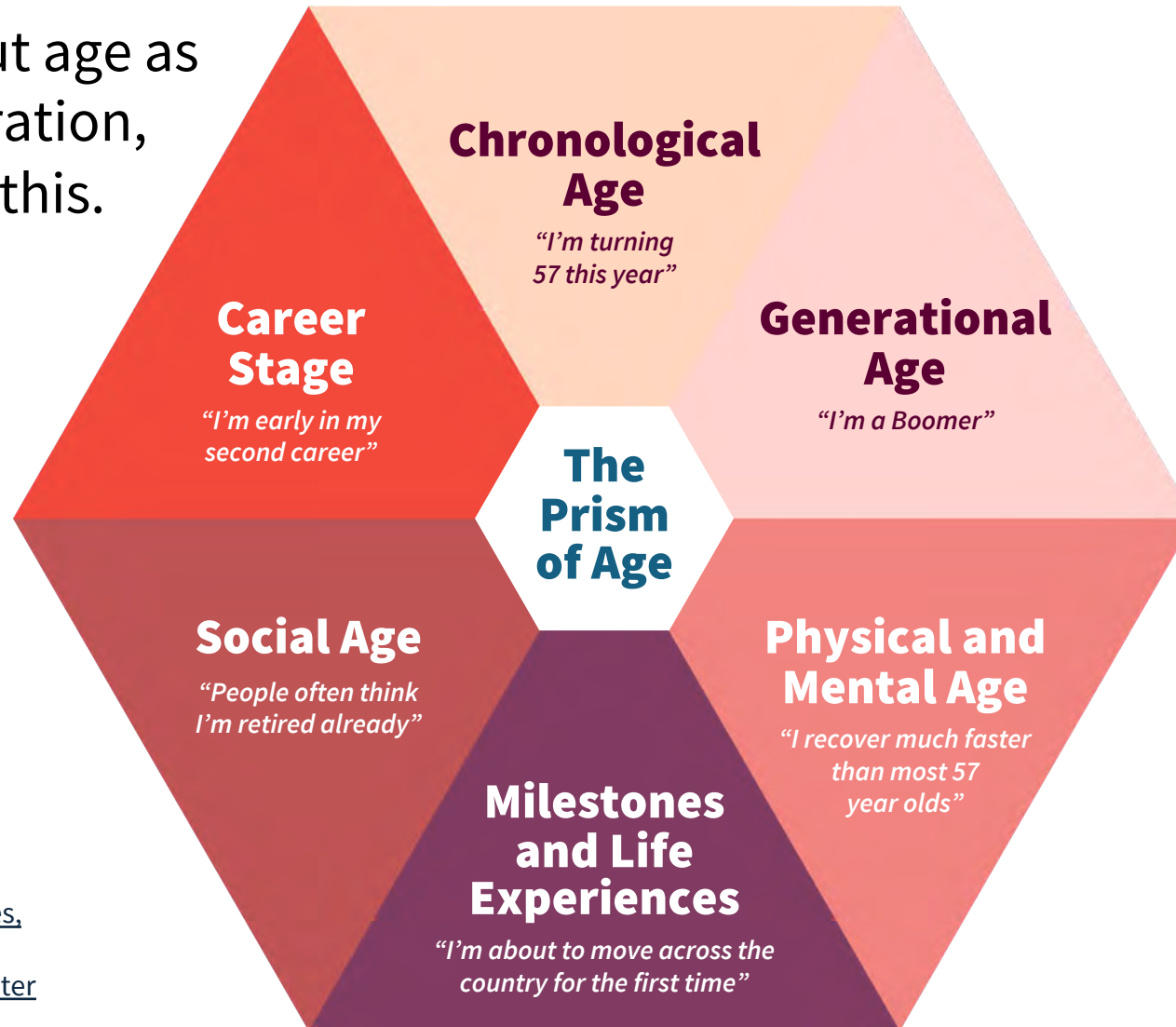
- **Gen Z** (1997 or later) — 20% of US pop.
- **Millennial** (1981–1996) — 22% of US pop.
- **Gen X** (1965–1980) — 20% of US pop.
- **Boomer** (1946–1964) — 22% of US pop.
- **Traditionalist/Silent** (1945 or earlier) — 8% of US pop.



Source: William H. Frey. *Analysis of Census Bureau Population Estimates*. June 25, 2020

Let's see age in a new way: The Prism of Age

We often talk about age as a number or generation, but it's more than this.



Pitt-Catsouphe, M., Matz-Costa, C., James, J. *Through a different looking glass: The prism of age*. Chestnut Hill, MA: Sloan Center on Aging & Work, Boston College. 2012.

Describe Your Age Without Using Numbers

I ...

I just had a baby.

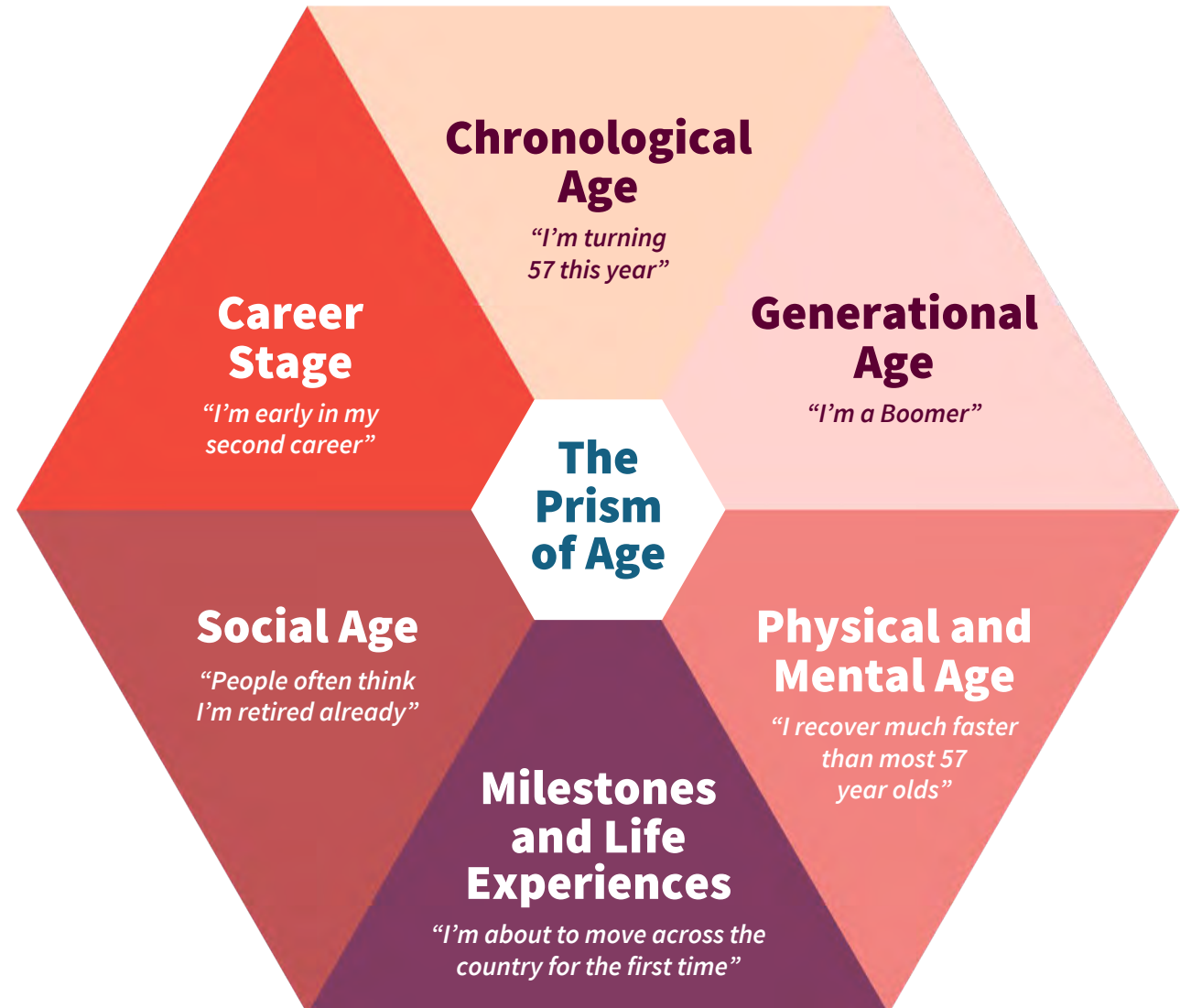
I run marathons.

I remember Stonewall.

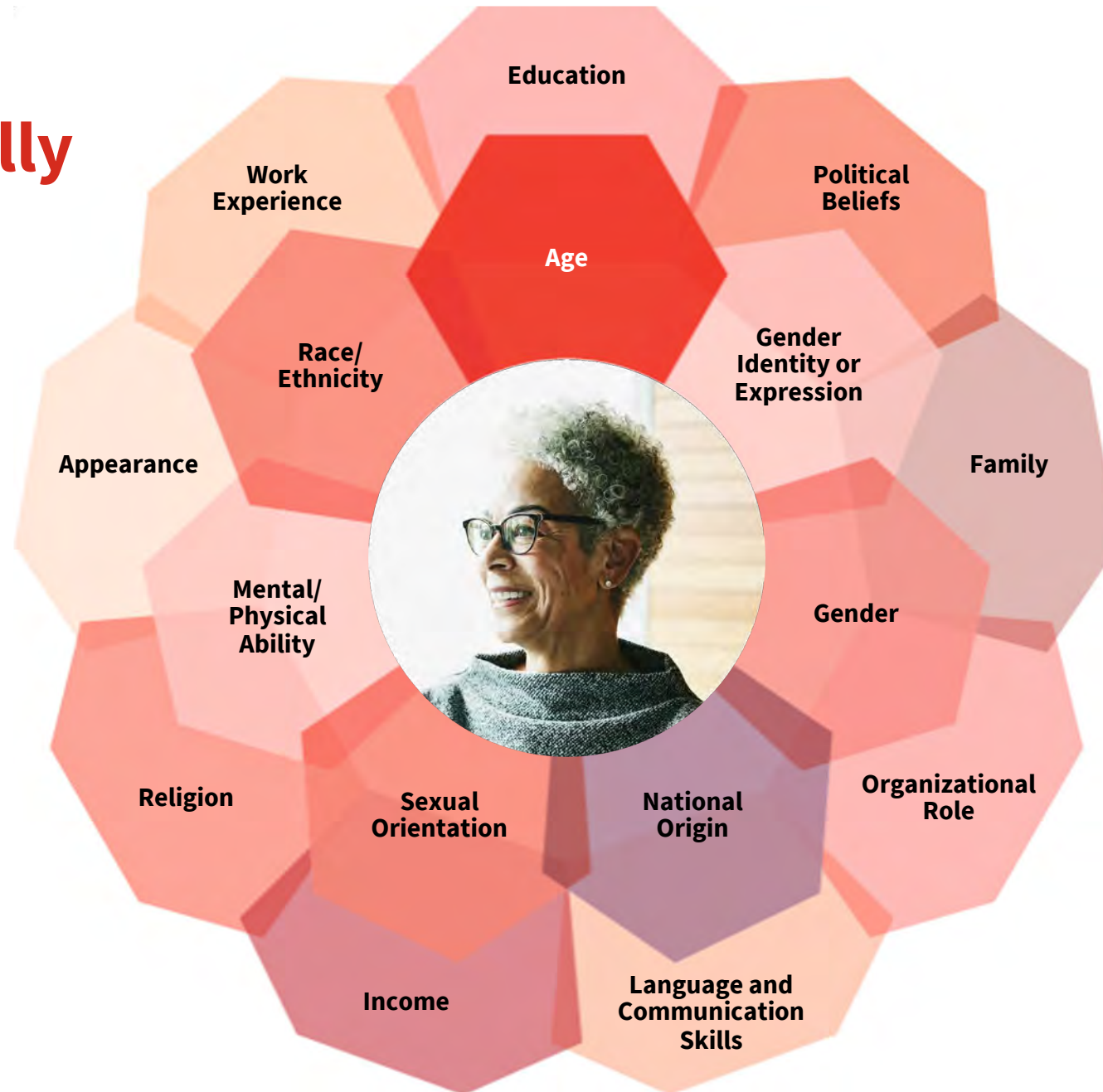
I am a caregiver for my dad.

My first career was in teaching.

My friends say I'm lowkey smart.

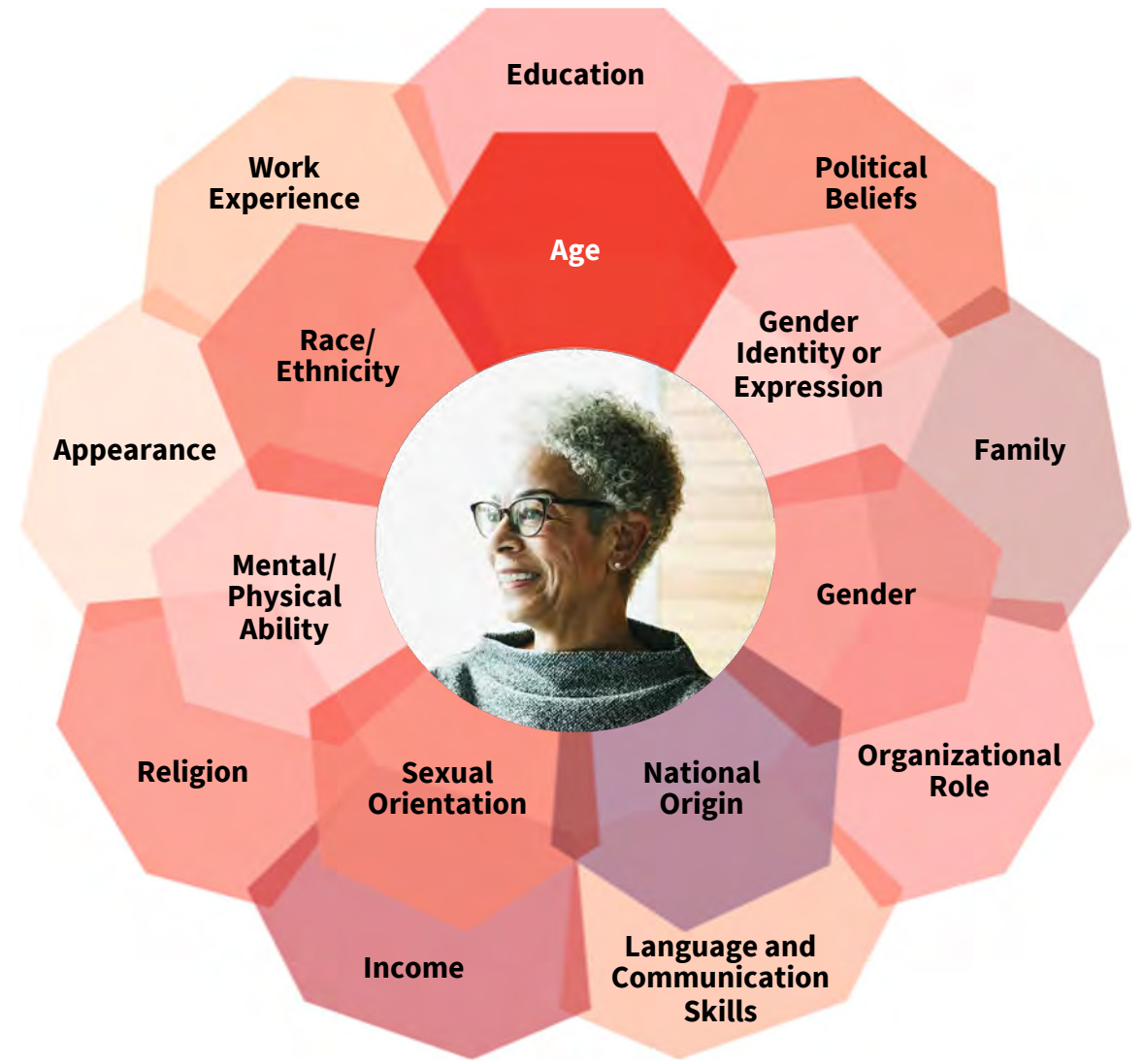


Thinking Intersectionally



Thinking Intersectionally - Reflection

As you think about your intersectional identities, if you were to rank your top 5, where does age fall into that list for you?



Age Awareness Principles

Mindset

Apply the prism of age to see nuance instead of judging based on chronological age.

Representation

Show a variety of ages in marketing, recruitment, and other published materials.

Accessibility

Workspaces and activities are suitable for all abilities and life stages.

Facilitation

Make space for different generations to participate in key meetings and decisions.

Language

Watch for implicit bias in language like “for their age...” and “culture fit.”

Putting Our Knowledge into Practice



Where Age Bias May Show Up in Hospital Workforce

- Assuming older employees are not interested in a promotion or certification.
- Assigning physically demanding work without exploring job redesign or rotation.
- Selecting younger employees for AI, technology, upskilling, or new-equipment training.
- Treating years of experience as a cost rather than an organizational asset.
- Believing a late-career employee cannot adapt to a new care model.
- Treating an employee's request for a schedule change as lack of commitment.
- Assuming an employee wants to retire without asking.

Scenario Breakout Instructions

1

Your breakout room will be assigned one scenario.

2

Work as a group to decide what would be an age-inclusive response to your scenario.

3

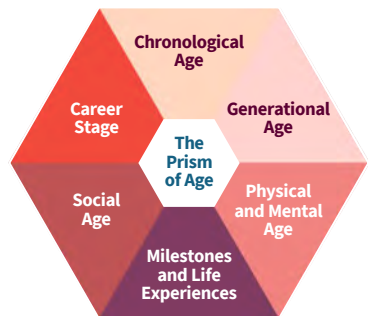
Choose a presenter who will share your approach with the larger group.



Scenario 1: Sharing feedback across age and tenure differences

ABOUT KWAME (he/him)

- Heavily invested in becoming a stronger leader
- Recently promoted
- Has 4 kids at home and is the sole bread winner
- Immigrant from Ghana.
- High respect for elders
- Recently working early or late shifts due to new baby in the family



Think about how different aspects of Kwame's age, identity and personality play into this scenario!

"I was recently promoted to Nurse Manager of a surgical unit. I now supervise a nurse who is older than I am and has worked at the hospital for over 20 years.

She is an experienced clinician and is highly respected by many members of the team. However, I have observed several communication behaviors that are affecting teamwork and need to be addressed.

I am concerned that she may view feedback from a younger manager as disrespectful or believe that I do not value her experience. I also do not want my discomfort about our age and tenure difference to cause me to avoid a necessary conversation.

How should I approach the conversation in a way that is clear, fair, and respectful?"

DISCUSSION QUESTIONS

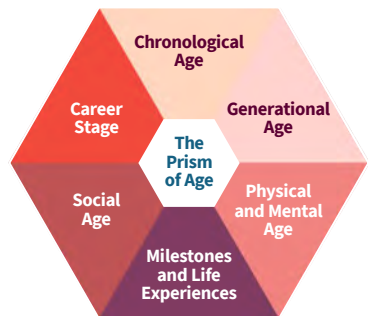
- **What assumptions might the manager be making about how the nurse will respond?**
- **What would an age-neutral, behavior-based approach sound like?**
- **How can the manager acknowledge the nurse's experience without weakening the feedback?**
- **Have you ever been in or observed a situation like this? How did you handle it?**



Scenario 2: Upskilling on the latest tech

ABOUT SARAH (she/they)

- Decades of experience in healthcare
- Newer to this team
- Always an early adopter of the latest tech
- Not a confrontational person



Think about how different aspects of Sarah's age, identity and personality play into this scenario!

A hospital is selecting employees for a new electronic health record super-user program. A highly experienced 58-year-old employee, Sarah, expresses interest but is not selected. The manager was overheard saying the hospital should invest in employees who will “be here for the long term.”

“Unfortunately, I wasn’t selected for the training. My first reaction was ‘oh well, that’s how it goes.’ But then I realized that the three teammates who were selected are all younger than I am.

The longer I thought about it, the more it stung. Maybe they think I’m too set in my ways, too slow to adapt? I want to talk to my manager about this.

How can I do so respectfully while still advocating for myself?”

DISCUSSION QUESTIONS

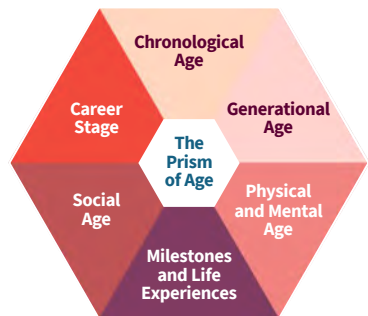
- Are there any ageist assumptions baked into Sarah’s concerns?
- What should determine selection?
- How do you react to Sarah’s assumptions about why she wasn’t chosen?
- Have you ever been in or observed a situation like this? How did you handle it?



Scenario 3: Which candidate should we hire?

ABOUT ESTHER (she/her)

- Caregiving responsibilities have her fully offline at night
- Known for her optimistic and extroverted personality
- 5 years working here



Think about how different aspects of Esther's age, identity and personality play into this scenario!

"I'm participating on an interview panel for a lab technician position. We've narrowed the search to two candidates. One recently completed their clinical training and has about one year of experience. The other has more than 20 years of experience as a technician and has worked in several healthcare settings."

We've had multiple discussions about who would be the best fit for the role. Some panel members are excited about the newer technician's recent training, familiarity with current technology, and potential to grow. Others believe the more experienced candidate could contribute immediately and bring valuable technical knowledge and judgment to the team.

How can we evaluate both candidates fairly without making assumptions based on their age or career stage?"

DISCUSSION QUESTIONS

- **How would you have this debate in a way that is age-neutral?**
- **Is extensive experience being treated as evidence that the candidate will be less adaptable?**
- **What onboarding or professional development would each candidate need?**
- **Have you ever been in or observed a situation like this? How did you handle it?**



Large Group Share Out

What were some key takeaways from your conversations?



Best Practices & Resources



ADEA Compliance

ADEA = Age Discrimination in Employment Act.

- **Federal law enacted in 1967 that:** Prohibits employment discrimination against individuals age 40 and older
- Applies to hiring, promotion, termination, compensation, and other terms of employment
- Covers employers with 20 or more employees, including public sector employers like the City of LA

Age-inclusive practices are not just best practice- they are also risk mitigation and compliance aligned.

**Age
Inclusive
practices
Are...**

**Good
for ALL
Employees**

Age-Inclusive Hospital Self Assessment (What can my org. do?)

In place / Partially in place / Not in place / Unsure

1. We review workforce age data by occupation, dept., turnover, promotion, & training participation.
2. Employees of all ages have equitable access to training, certification, and advancement.
3. Job postings and recruitment materials are age neutral.
4. We Intentionally develop intergenerational teams and working groups.
5. Our benefits, wellness, and caregiver supports reflect employees across life stages.
6. Managers conduct career and retention conversations without assuming retirement plans.
7. We offer flexible scheduling options where operationally feasible. (Part time, job sharing, flexible scheduling)
8. We do structured succession planning to transfer knowledge from experienced employees.
9. Our succession planning identifies positions with concentrated retirement risk.

Ask Your Employees: Age-Awareness Workplace Survey

Use this survey to better understand employee needs, experiences, and opportunities to strengthen a multigenerational workforce.

Survey Questions:

Employee Experience & Opportunity

- I feel valued and respected regardless of my age
- I have access to training, promotions, and projects
- I feel comfortable working across age groups
- Have you ever felt overlooked due to age?

Training & Career Development

- What training or skills would help you be more effective?
- I am encouraged to participate in upskilling opportunities
- Training is equitably available across career stages

Benefits & Financial Wellbeing

- I understand the organization's retirement and benefits
- Do you want retirement, benefits, or financial planning support?

Workplace Flexibility

- Do you have caregiving responsibilities that impact your work?
- My department provides flexibility that supports my needs

Mixed-Age Team Effectiveness (Often/Sometimes Rarely)

- Team collaborates on complex tasks
- Age is not central to how we evaluate work or disagreements
- Team values age diversity
- Positive team climate and collaboration
- Team actively reduces age bias
- Workplace supports different physical/ergonomic needs
- Leadership considers diverse life and career experiences

Open Feedback

- What is one thing your department could do to better support employees across all ages?

Recruitment

Include practices such as:

- Train recruiters and hiring managers to recognize age bias.
- Remove age-coded language from job postings.
- Avoid unnecessarily limiting years of experience.
- Use state-required competencies rather than preferred age proxies.
- Use diverse images of employees across ages and career stages.
- Recruit experienced workers returning after caregiving, retirement, or career transitions.
- Identify roles suitable for second-career workers.

Other ideas? What do you do?

Recruiting a Mixed Age Team - Say This, Not That

- Ensure career pages and outreach collateral are representative of a diverse workforce.
- Do not ask for date of birth.

SAY THIS	NOT THAT
Entry level (even better, include salary range)	“Recent college grad”
List specific skills and required proficiency level	“Digital native”
List specific skills and required proficiency level	“Tech savvy”
Agile, creative thinker	“Fresh”
Applicants of all ages and career stages are encouraged to apply	“Young”, “Recent Graduate”
Education level	“Graduation year”
List company values, benefits, DE&I policies	“Cultural fit”
Productive	“Go-getter”
Highly engaged	“High energy”
At least X years of experience	“No more than X years of experience”

Develop and Upskill Employees

Constrained career pathways contribute to turnover and workforce instability. Helping employees advance while remaining employed helps the employer and employee.

Recommended practices:

- Review participation in upskilling, leadership development, technology training, tuition reimbursement, and certification, by age and occupation.
- Avoid age-bias in performance reviews.
- **Provide growth plans to all employees at every career stage.** Hold career conversations and ask all employees what training they want/need.
- Create clear career pathways such as CNA → LVN → RN
- Do not reserve emerging technology or leadership training for employees perceived to have “longer runways.”
- Include experienced frontline workers in apprenticeship and earn-and-learn programs.

Other ideas? What do you do?

Retain Employees and Transfer Knowledge

- **Develop flexible employment options:**
 - Self-scheduling or greater shift predictability
 - Part-time roles, shorter shifts where operationally feasible, and/or job sharing
 - Seasonal or per diem opportunities
 - Remote or hybrid work for eligible admin., telehealth, care coordination, scheduling, etc. functions
 - Offer phased retirement where feasible.
- **Create late-career** clinical educator, preceptor, onboarding, quality, case-review, patient-education, and care-navigation roles.
- **Do not assume older employees are about to retire.**
 - Ask about career goals and desired work arrangements rather than assuming retirement timing.
 - Provide benefits counseling and retirement education without pressuring employees to retire.
 - Conduct “Stay interviews” and “Exit Interviews” with experienced employees to learn what is working.
 - Have structured “what would help you remain?” conversations.
- **Create a culture of transition planning and knowledge transfer.**
 - Build transition plans for hard-to-fill occupations.

Other ideas? What do you do?

Employer Spotlights



CVS Snowbird Program

Since the 1990s, CVS Pharmacies has run a snowbird program, a flexible work option that allows older adult employees to work in northern stores during the summer and southern stores (Florida) in the winter.

- Number of employees at CVS aged 50 and older increased from 7% to 22%
- ~300 workers participate in the program annually.



Marriott FlexOptions

Marriott's Flex Options program was implemented to increase opportunities for 325,000 older workers to stay with the company, transitioning them out of physically demanding jobs to new, more flexible roles.

- Cross-trained workers so they can pick up shifts in other functional areas
- Job rotations to eliminate constant repetition of work Redesigned workflows to promote a team-based approach to responsibilities
- Created at-home agent positions for sales and customer care.

Employer Spotlights

Memorial Care

Memorial Care developed an upskilling program that trains hospital employees in nonclinical positions, such as food services and housekeeping, for healthcare roles.

These programs:

- Create pathways to higher-paying careers
- Help employees build skills and earn stackable certifications
- Improve quality of life
- Support advancement into more specialized roles
- Help employers retain staff and reduce recruitment and turnover costs.

How to Partner with the Workforce System



Workforce Services Available

Below are some no-cost or subsidized services an AJCC or WorkSource Center can provide employers to support your workforce needs. Services depend on employer and participant eligibility and available funding.



Hiring & Recruitment

- Facilitate and co-host targeted job fairs
- Find and screen qualified job candidates for your openings
- Promote job openings and organize hiring events



Training & Upskilling

- Reimburse a portion of new hires' wages while they get on-the-job (OJT) training
- Help staff earn certificates and credentials that boost retention and career advancement
- Develop customized training, internships, apprenticeships, and other talent pipelines



Retention & Employee Support

- Provide layoff aversion services to help you retain your workforce
- Help eligible employees get certifications, licenses, tools, and equipment
- Connect employees to transportation, childcare, and other supports that keep them on the job

How to work with Workforce Services providers:

Be Prepared to Explain Your Workforce Challenge:

1. Roles/occupations you struggle to fill or retain.
2. Number of openings or affected employees.
3. Required skills and credentials.
4. Cause of the problem. (If it is known)
5. What external assistance you think can help address your needs.
6. What the hospital can contribute. (e.g., 10 clinical placements, pay for training costs, host a job fair, etc.)

Find Your Nearest America's Job Center of California

How To Get Started

- Call or visit your local AJCC (LA County) or WorkSource Center (LA City)
 - In LA City : <https://ewdd.lacity.gov/index.php/employment/worksource>
 - In LA County: <https://www.ajcc.lacounty.gov/businesses>
 - LA County: Fill out an interest form: bit.ly/BizSvcs
- Schedule a consultation (in person or virtual)
- Share your needs and make a plan!

What is
one thing
you can do
differently
moving
forward?



Age Awareness Principles – Reflection

Mindset

Have there been instances where you've made perceptions about your colleagues' experiences and abilities based on their age? How can you see beyond chronological age? (e.g., consider life stage, career state, etc.)

Representation

Think about your marketing, recruitment, and other published materials. Are they diverse ages represented?

Accessibility

Is everyone, regardless of age offered the same opportunities? Is it easy for anyone regardless of age or life stage to apply for a role at your department?

Facilitation

Are the perspectives of different generations equally represented in key meetings and decisions?

Language

Have there been instances where implicit bias shows up in language like “for their age...” and “culture fit”?

AARP Employer Alliance



Multigenerational Teams are Good Business.

The AARP Employer Alliance is a **program that offers employers resources, tools, and peer support** to help attract, retain, and leverage employees over 50, so they can unlock the full value of a multigenerational workforce.

It is also a **community of employers that come together** to network, share resources, and help each other solve challenges. Together, they foster workplaces where all ages thrive, from the youngest entrants to the oldest contributors.

AARP Employer Alliance



More than a Program. It's a Movement.

Tier 1 members commit to **learning**.

Tier 2 members commit to **action**.

Tier 1	Tier 2
• Community membership • Access to AARP resources • Monthly newsletter • Expert speaker series • Networking opportunities	• Tier 1 benefits, plus: • Workshops • Coaching to help enable change • Annual in-person Employer Summit • Public recognition by AARP

Join the Alliance to learn and network with hundreds of forward-looking companies. There is no cost to join. Learn more [here](#).

Questions? Contact us at employeralliance@aarp.org.



Resources

- [AdvantAGE LA](#)
- [AARP Employer Resource Center](#)
- [AARP Employer Alliance](#)
- [The Business Case for a Multigenerational Workplace \(AARP\)](#)
- [Manager Toolkit: Leading Mixed-Age Teams \(AARP\)](#)
- [Returnship Toolkit for Employers \(NORTHFORCE\)](#)
- [An Employers Guide to Engaging Older Workers \(The Encore Network\)](#)
- [Age-Friendly Workplaces in Health Care \(AARP\)](#)
- [Report: Strengthening Orange County's Healthcare Workforce](#)
Recommendations for a Resilient Future

Share your thoughts!



[https://www.surveymonkey.com/
r/YCWFLV3](https://www.surveymonkey.com/r/YCWFLV3)

APPENDIX

Supporting A Multigenerational Workforce Will:



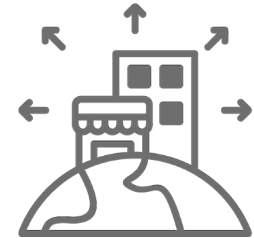
Strengthen the economy.

Strengthen the LA region's economy and bolster local businesses by creating a larger and more skilled workforce.



Support Older Workers.

Enable Older Workers – especially women, people of color, and others from diverse backgrounds who face compounding barriers to opportunity – to achieve financial self-sufficiency and economic mobility.



Address the Needs of Employers

Help employers address their skills gaps, training needs, and workforce needs.

Why Are People Working Longer?



Financial need



Need/want more retirement savings. No longer able to meet the cost of living with retirement savings, housing costs.



Increased life expectancy



Want to be engaged and stay active



Desire for purpose. Many create 2nd careers or volunteer which leads to jobs.



Remove work and new flexibility extends work (for some)



Rising healthcare costs

