



**BOARD OF DIRECTORS**

**ORIENTATION**

**2017**





LeadingAge Minnesota

**2017 New Board Member Orientation**

**Thursday, January 26, 2017**

**4:00 – 7:30 pm**

*(Meeting and Dinner)*

**Captain's Room**

**Nicollet Island Inn**

95 Merriam Street

Minneapolis, MN 55401

**Attendees:**

Executive Committee:

- 1) Mark Anderson, Chair
- 2) Jon Lundberg, Immediate Past Chair
- 3) Nancy Stratman, Chair-Elect
- 4) Erin Hilligan, Secretary/Treasurer
- 5) Gayle Kvenvold, President

New Board Members:

- 1) Christine Bakke (District D Director), Administrator, St. Benedict's Senior Community, St. Cloud
- 2) Jim Bettendorf (Elected Director at Large), Chief Executive Officer, Vista Prairie Communities, Hopkins
- 3) Donna Flaata (Director at Large Nominee), District Director of Operations – Northeast Division, Brookdale Senior Living
- 4) Barbara Klick (Board-Appointed Director), Chief Executive Officer, Sholom, Saint Louis Park
- 5) Duane Larson (Board-Appointed Director), Regional Director of Operations, Presbyterian Homes and Services, Roseville
- 6) Joel Theisen (Board-Appointed Director), President and Chief Executive Officer, Lfesprk, Edina



*LeadingAge Minnesota*  
**New Board Member Orientation Manual**

- I. The Unique Nature of Associations**
- II. LeadingAge Minnesota Today**
  - a. Membership Profile
  - b. Membership Dashboard
  - c. 2016 Scorecard
  - d. Dues vs. Non-Dues Revenue
- III. Mission, Values and Strategic Priorities**
- IV. Organizational Structure**
  - a. Subsidiary Organizations
    - LeadingAge Minnesota Solutions
    - LeadingAge Minnesota Foundation
    - Partnership with Minnesota Hospital Association/MCCA
  - b. Strategic Partnership and Affiliations
    - LeadingAge National
    - Argentum
    - Minnesota HomeCare Association
    - Care Providers/LTC Imperative
- V. Governance Structure**
  - a. Board of Directors
  - b. Executive Committee
  - c. Finance and Audit Committee
  - d. Nominating Committee
  - e. Joint Investment Committee
  - f. Political Action Committee
  - g. Public Policy Steering Committee
  - h. 2017 Call for Committee Participation
- VI. Associations/Board Member Accountabilities**
- VII. Staff Resources**
- VIII. Appendix**
  - Membership Policy Manual





# **I. The Unique Nature of Associations**





# An Association's DNA

What makes associations unique is that  
the same populations are:

- the **owners**,
- the **customers**, and
- the **workforce** of the  
organization.



In an Association,  
always remember . . .

What is  
perceived, *is*.

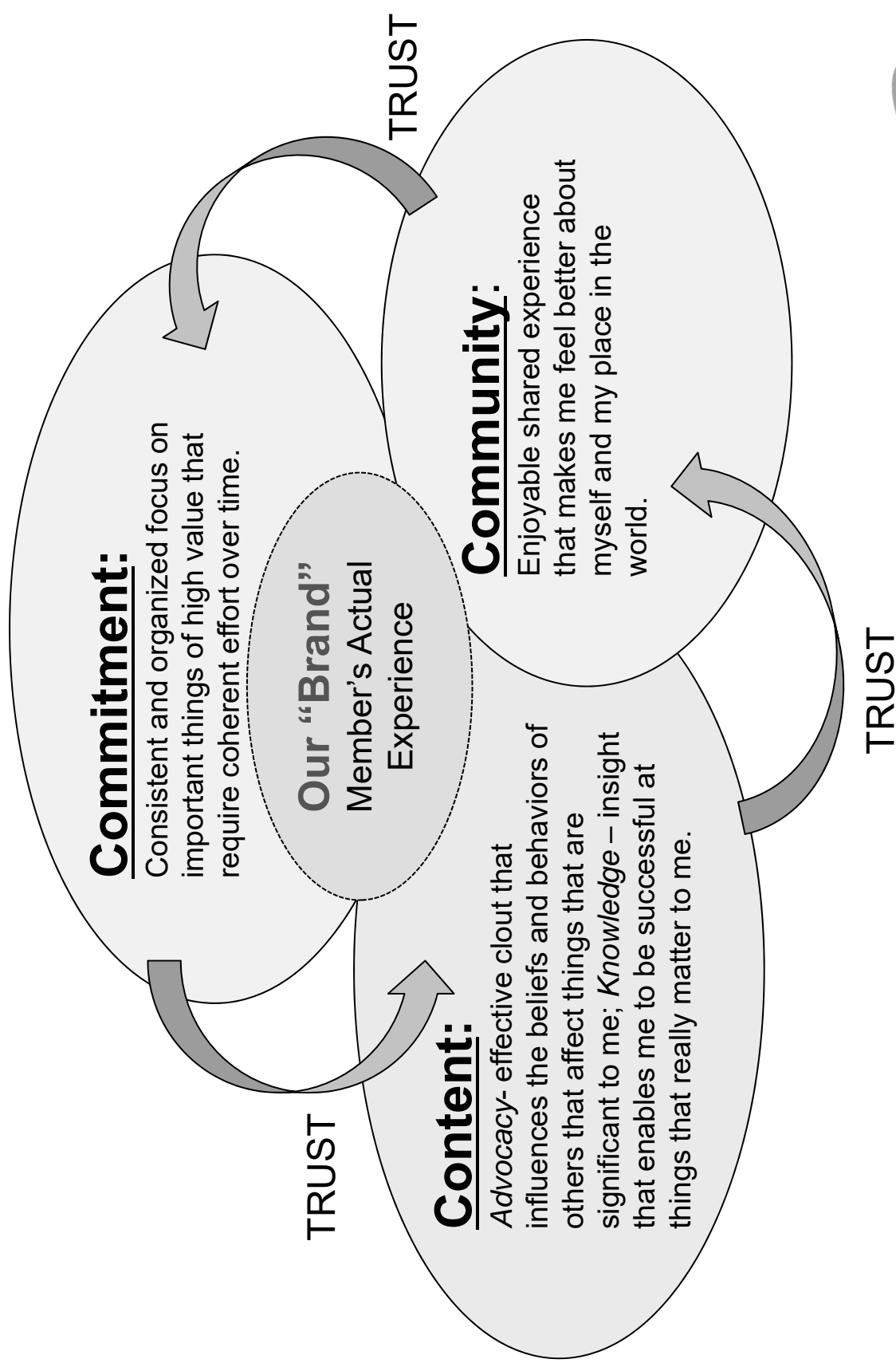
Perceptions  
are based on  
**personally  
available**  
information.

In the  
absence of  
information,  
we assume.

Behavior, no  
matter how  
crazy, has a  
logical basis.



# The Distinguishing Value Proposition of An Association



# Pride Builders

- Master motivators of other people
- Catalysts for improvement around them
- Powerful insights about the culture and about what behaviors are likely to lead to improvement



Who are the Pride Builders  
in Your Organization?

# Representative Governance Model

**Whose interests do you represent?**

**The component that sent you?**

**or**

**The association as an enterprise?**

# Transparency & Trust in Governance

Occurs when board members understand  
the difference between being

“representative for”

versus being

“representative of.”

# Representative For

If board members believe they are “**representative for**,” they see themselves as the elected representatives of a particular constituency.

*They voice only the self interests and opinions of that constituency and vote only on behalf of that constituency’s interests.*

# Representative Of

Board members who view their role as ensuring that the views, beliefs, values, and self interests of the constituencies they know the best are on the table as part of the conversation, are “**representative of.**”

*They voice interests and opinions of those they know best and vote on behalf of the best **overall interests of the organization.***

## **II. LeadingAge Minnesota Today**

Membership Profile  
Membership Dashboard  
2016 Scorecard  
Dues vs. Non-Dues Revenue





# 2017 Membership Profile



## Care Centers

Current membership 241

	# Members	# Beds
<b>TOTAL</b>	<b>241</b>	<b>19,765</b>
<i>by sponsorship type</i>		
Not-for-profit	189	15,720
Government owned	43	3,259
Investor owned	9	786
Hospital-attached	50	3,286

## Housing

Current membership 567

	# Members	# Units total	Housing-with-Services	Independent Living
<b>TOTAL</b>	<b>567</b>	<b>34,124</b>	<b>23,249</b>	<b>10,875</b>
<i>by sponsorship type</i>				
Not-for-profit	375	25,032	15,409	9,623
Government owned	25	749	593	156
Investor owned	167	8,343	7,247	1,096

## Adult Day

Current licensed membership 88

	# Licensed Adult Day Members	Licensed Capacity	Unlicensed
<b>TOTAL</b>	<b>88</b>	<b>3,213</b>	<b>37</b>
<i>by sponsorship type</i>			
Not-for-profit	58	1,708	25
Government owned	4	84	11
Investor owned	25	1,343	1

## Home and Community Based Services Providers

Current membership 33

Home Care	17
Hospice Only	2
Faith Community	3
Multi-Service	5
Other	6

## Business Partners

Current membership 196

	# Partners
<b>TOTAL</b>	196

# 2017 Membership Dashboard



Year-to-Date: January 10, 2017

**Purpose:**


To report membership trends and progress toward annual membership growth goals to the Board of Directors at each regular meeting.

CARE CENTERS	Data Point Baseline: Jan. 1, 2015	Current Data January 10, 2017	Gain/Loss Since 6/1/16	2017 YTD Net
3-year Goal (by Dec 31, 2017) 2% increase in market share Equates to approximately 7 new care centers or 630 additional beds	218 care centers 19,445 beds 58% market share *	241 care centers 19,765 beds 64.95% market share **  .55% market share decrease	+1/-2 Net -1	--
<p>Progress toward 3-year goal (# members)</p> <p>2014 Year 1 progress: 3 gained; 43% toward 3-year goal</p>				
HOUSING	Data Point Baseline: Jan. 1, 2015	Current Data January 10, 2017	Gain/Loss Since 11/1/16	2017 YTD Net
2-year Goal (by Dec 31, 2017) Net increase of 50 buildings	549 housing members	567 members 34,124 units	+7/-10 Net: -3	--
<p>Progress toward goal</p>				
BUSINESS PARTNERS	Data Point Baseline: Jan. 1, 2015	Current Data January 10, 2017	Gain/Loss Since 11/1/16	2017 YTD Net
	184 BP members	196 members	+12/-3 Net: +9	--

\*Based on state nursing home data of 4/13/2016

\*\*Based on state nursing home data of 1/11/2017





**2016  
SCORECARD**



*LeadingAge*<sup>™</sup>  
Minnesota

# LeadingAge Minnesota Scorecard

The LeadingAge Minnesota Scorecard was first developed in 2005, with baseline data measures established in 2006. The Scorecard is updated and presented annually to the Board of Directors at its summer retreat. In 2011, after five-years of experience with the tool, a task force was formed to review the scorecard measures and goals. At that time, additional Association Program Impact measures were added and new five-year goals were set with a target year of 2016. This year marks the 10-year anniversary of the LeadingAge Minnesota Scorecard.

## 2016 Key Findings

- Member satisfaction measures continue to show a strong, positive trend, with members likely to renew at 92.4% (just over two percent shy of the five-year goal) while members reporting the Association is a good investment of resources surpassed the five-year goal by three percent. Engagement across member segments continues to increase, growing by eight percent in the last year but falling three percent short of the five-year goal of 75%.
- Overall member retention is holding strong at 95.9%, just two percent shy of the five-year goal. Retention can be characterized largely by a satisfied care center and adult day membership, however housing membership saw a notable five percent decline this year.
- Financial indicators remain strong for the Association, holding at 16.8 months of operating reserve and a revenue mix between dues and non-dues at a healthy balance. 2016 did see a slight shifting to favor of non-dues (2% increase in non-dues revenue for each of the past two years) and a net operating margin drop from 9.6 last year to 5.4 percent.
- Recruitment efforts over this past year helped surpass the five-year goal of 75% market share for care centers by nearly 13%. This year, the number of care centers grew by 22 (net 17), housing providers by 50 (net 18) and by establishing a new membership category yielded 91 (net 87) adult day centers.

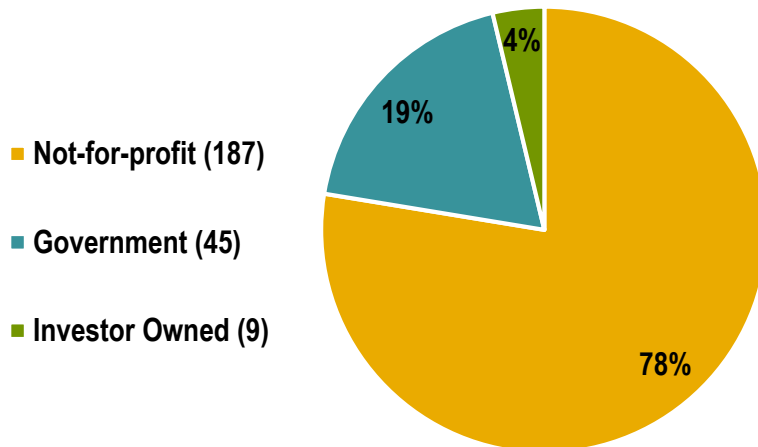
# 2016 MEMBER PROFILE

## Care Centers

Current membership: 241

	# Members	# Beds
<b>TOTAL</b>	<b>241</b>	<b>19,886</b>
<b>by sponsorship type</b>		
Not-for-profit	187	15,714
Government owned	45	3,417
Investor owned	9	755
Hospital-attached	50	3,291

Care Centers by Sponsorship Type



### Membership Trends:

- 22 New Care Center Members:  
All not-for-profit
- 6 Care Center Losses:  
4 due to corporate decision (investor owned)  
1 due to change in administrator  
1 due to closure
- Years in membership prior to dropping:  
5-10 years: 4  
>15 years: 2
- Net increase of 17 care centers
- Net increase of 1,541 beds

### Market Share:

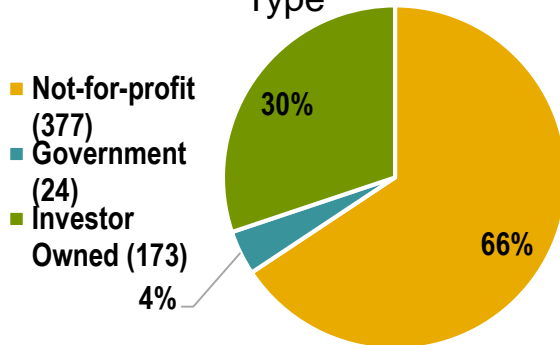
- Not-for-profit: 87.9% (increase of 9.8%);
- All care centers: 65.3% (increase of 6.6%)

# Housing

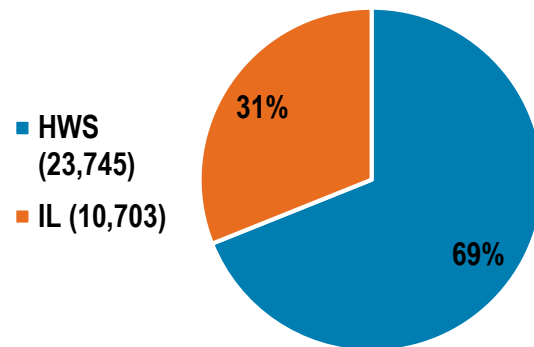
Current membership: **574**

	# Members	# Units total	Housing-with-Services	Independent Living
<b>TOTAL</b>	<b>574</b>	<b>34,448</b>	<b>23,745</b>	<b>10,703</b>
<i>by sponsorship type</i>				
Not-for-profit	377	24,787	15,260	9,527
Government owned	24	681	571	110
Investor owned	173	8,980	7,914	1,066

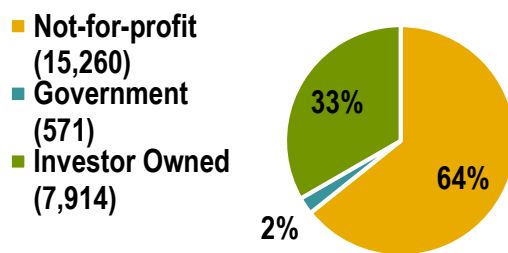
Housing by Sponsorship Type



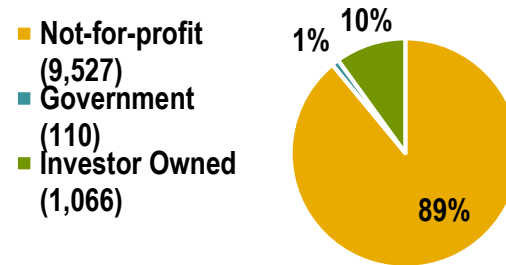
Housing Units: HWS or IL



HWS Units by Sponsorship Type



IL Units by Sponsorship Type



## Membership Trends:

- 50 New Housing Members:
  - 43 HWS; 7 HWS/IL
  - 26 not-for-profit; 24 investor owned
- 32 Housing Members Losses:
  - 9 questionable value of membership
  - 7 due to nonpayment of dues
  - 7 due to corporate decision
  - 3 due to facility closing
  - 6 other

- Years in membership prior to dropping:
  - <5 years: 22
  - 5-10 years: 2
  - 10-15 years: 6
  - >15 years: 2
- Net increase of 18 housing members
- Net increase of 965 housing units (823 HWS units and 142 IL units gained)

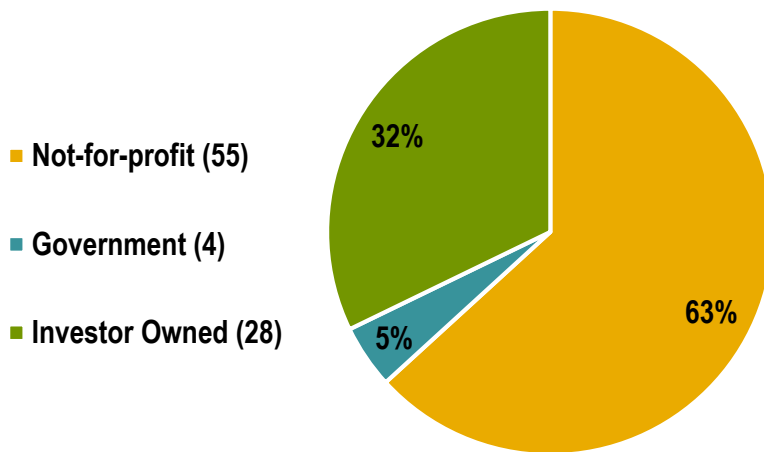
**Market Share:** HWS: 36.4% (increase of 0.9%)

## Adult Day

Current licensed membership: **87**

	# Licensed Members	Licensed Capacity	Unlicensed
<b>TOTAL</b>	<b>87</b>	<b>3,213</b>	<b>20</b>
<i>by sponsorship type</i>			
Not-for-profit	55	1,643	15
Government owned	4	84	5
Investor owned	28	1,486	0

Adult Day by Sponsorship Type



### Membership Trends:

- 91 New Adult Day Members
- 4 Adult Day Losses  
(2 due to closing; 2 due to corporate alignment with other association)
- Net increase of 87 adult day members

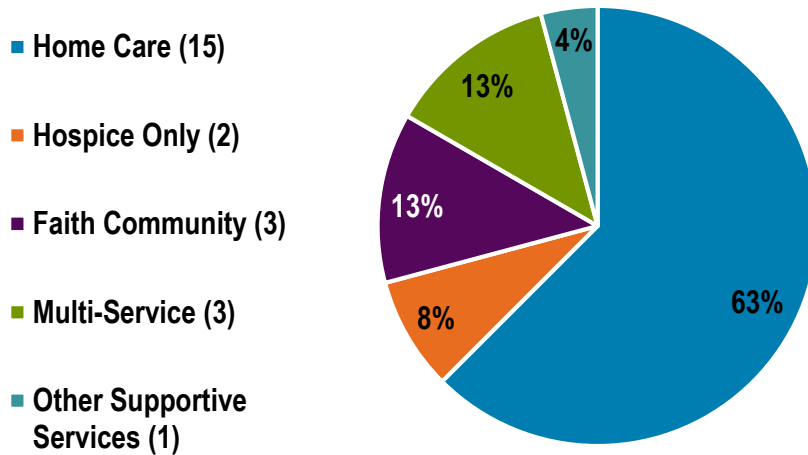
**Market Share:** (licensed Adult Day Centers) 52.4%

## Home and Community-Based Services

Current membership: 24

Home Care	15
Hospice Only	2
Faith Community	3
Multi-Service	3
Other	1

### Home- & Community-Based Members



## Business Partners

Current membership: 182

Year	# of New BPs	# of BP Write-offs	Net Gain (or Loss)	Budgeted Revenue Before Write-Offs	Actual BP Revenue	BP Write-Offs	Net Revenue
2012	25	23	2	\$202,000	\$231,400	\$27,600	\$203,800
2013	24	21	3	\$214,800	\$233,600	\$25,200	\$208,400
2014	24	26	(2)	\$230,000	\$234,858	\$31,200	\$203,658
2015	18	26	(8)	\$240,000	\$227,850	\$30,000	\$197,850
<b>2016</b>	<b>18</b>	<b>15</b>	<b>3</b>	<b>\$237,000</b>	<b>\$228,050</b>	<b>\$17,400</b>	<b>\$210,650</b>

All data is current as of 6/1/16 and includes full membership of Benedictine Health System, which became effective 1/1/16

# SCORECARD MEASURES

## 2016

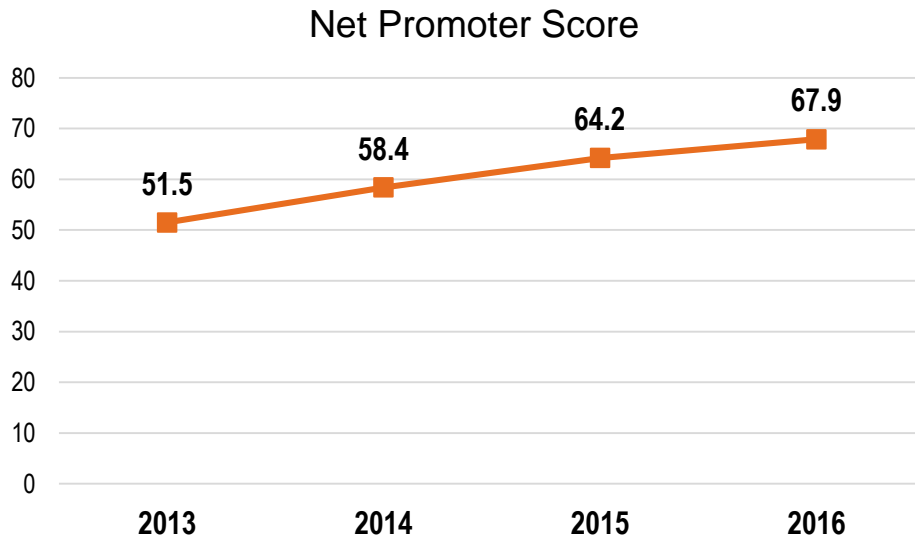
	5-year Goal (2016)	2015	2016
<b>SATSIFIED, LOYAL MEMBERS</b>			
• Members are likely to recommend membership <i>(Reported as Net Promoter Score)</i>		64.2	<b>67.9</b>
• Members are likely to renew membership	<b>95%</b>	90.4%	<b>92.4%</b>
• Membership is good investment of resources	<b>90%</b>	93.6%	<b>93.2%</b>
• Members are engaged in the association	<b>75%</b>	64%	<b>72%</b>
Care Centers		93%	97%
Housing		55%	50%
Corporate			71%
Adult Day*			67%
• Member retention, all member segments	<b>98%</b>	99.6%	<b>95.9%</b>
Care Centers		100.0%	97.7%
Housing		99.2%	94.8%
Adult Day*			97.8%
<b>FINANCIAL STABILITY</b>			
• Operating Reserve in months (LeadingAge MN)	<b>12.0</b>	16.5	<b>16.8</b>
Cash		2.0	2.9
Investments through Joint Investment Committee		14.5 <i>FY 2014 data</i>	13.9 <i>FY 2015 data</i>
• Net Operating Margin (consolidated data) <i>net income as percentage of annual budget</i>		9.6%	<b>5.4%</b>
• Revenue mix is 60% dues and 40% non-dues (consolidated data)		41% dues 59% non-dues	<b>39% dues</b> <b>61% non-dues</b>
<b>MARKET SHARE OF TARGETED MEMBERSHIP SEGMENTS**</b>			
• Market Share - Care Centers (not for profit)	<b>75%</b>	78.1%	<b>87.9%</b>
• Increase Housing-with-Services Market Share Annually		35.5%	<b>36.4%</b>
• Adult Day (licensed)			<b>52.4%</b>

\* 10/26/15 – 6/1/16 Adult Day membership period

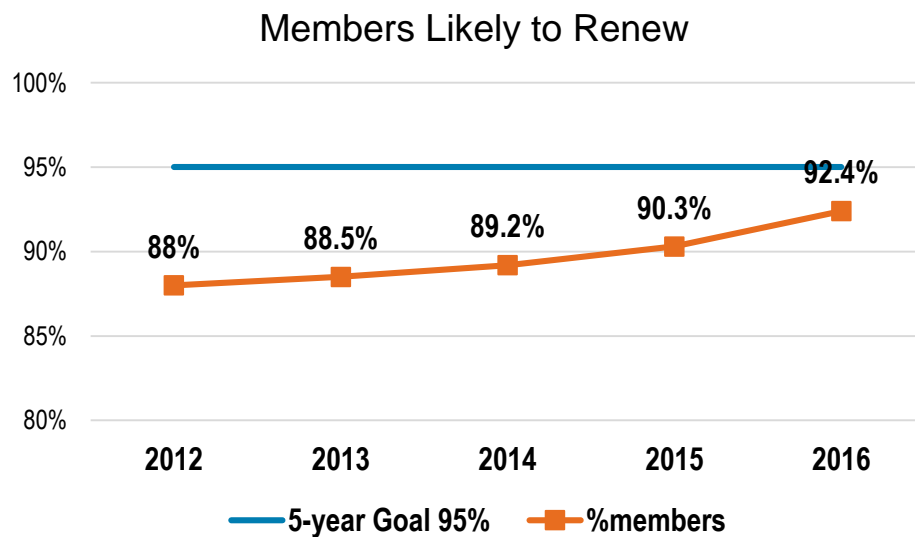
\*\* Data is current as of 6/1/16 and includes full membership of Benedictine Health System, which became effective 1/1/2016

# Scorecard Data Over Time

## Satisfied Loyal Members

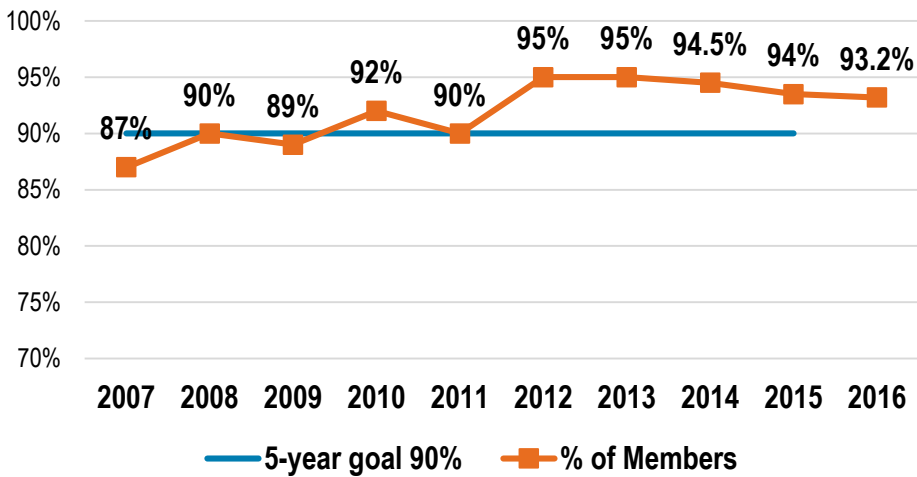


- 2013 was the first year the loyalty metric was reported as a Net Promoter Score (NPS).
- An NPS score over 50 is considered exceptional by Association standards.
- Comparative data with LeadingAge affiliates should be available starting July, 2016 and will be reported starting with the 2017 Scorecard.



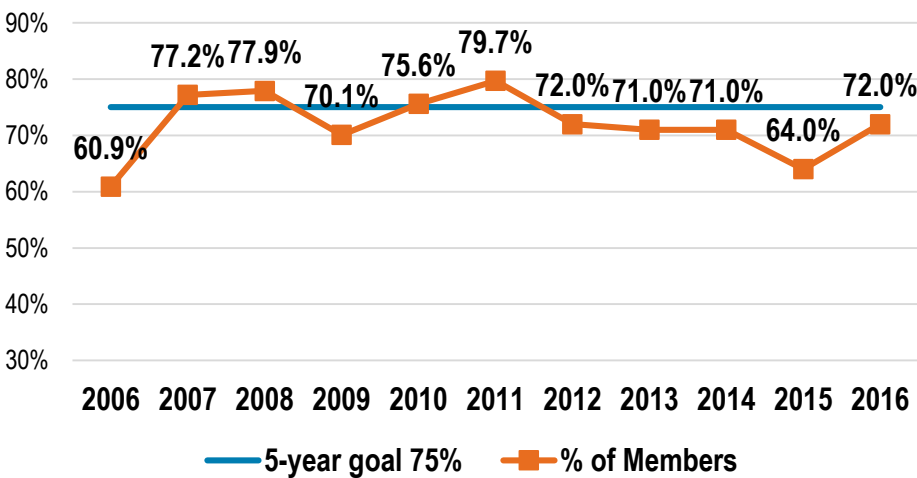
- This metric has grown over time, but fell 2.6% short of the 95% goal.

## Membership is Good Investment



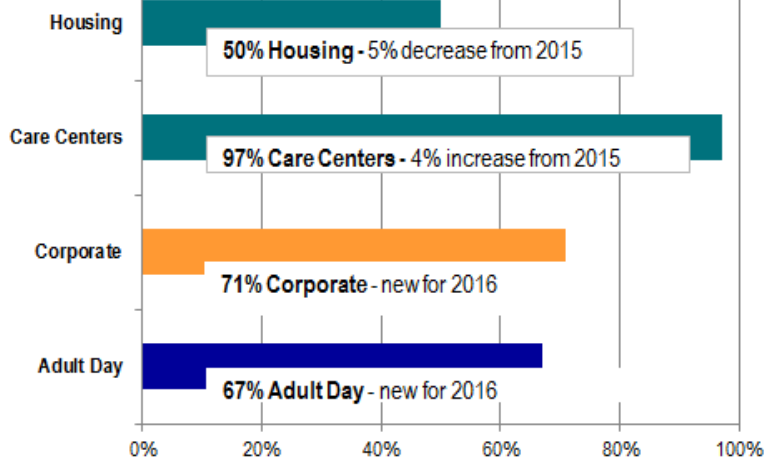
- This metric surpassed the 5-year goal starting in 2012.

## Overall Member Engagement



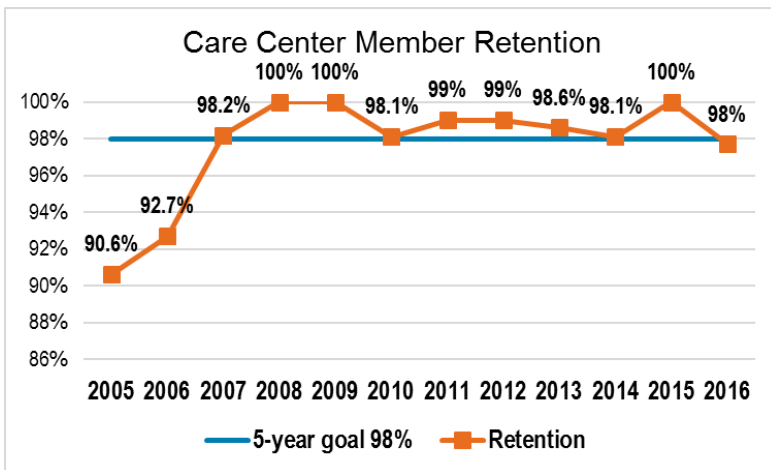
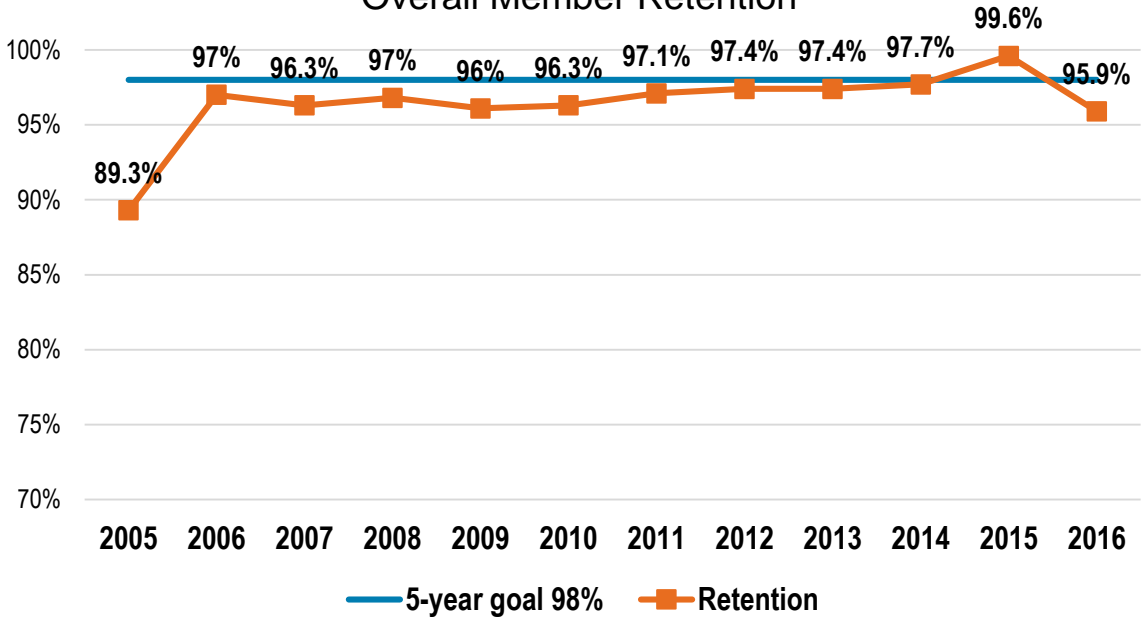
- Declining engagement is recent trend among associations.
- This metric fell short of the five-year goal of 75% engagement.

## Member Engagement by Segment



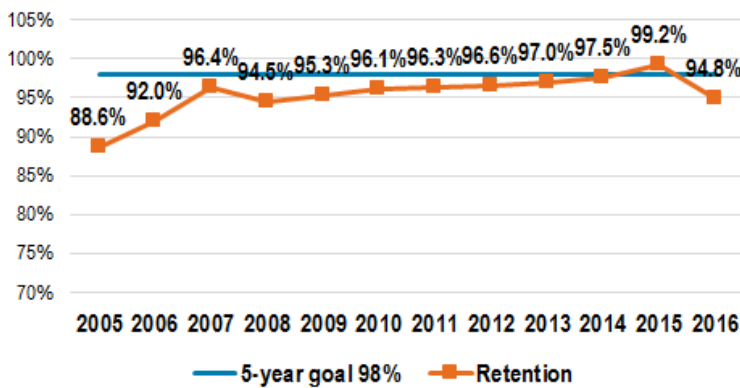
- New measures have been added for owner/management office and adult day segments.
- More robust engagement measures are currently being developed to inform strategy.

### Overall Member Retention



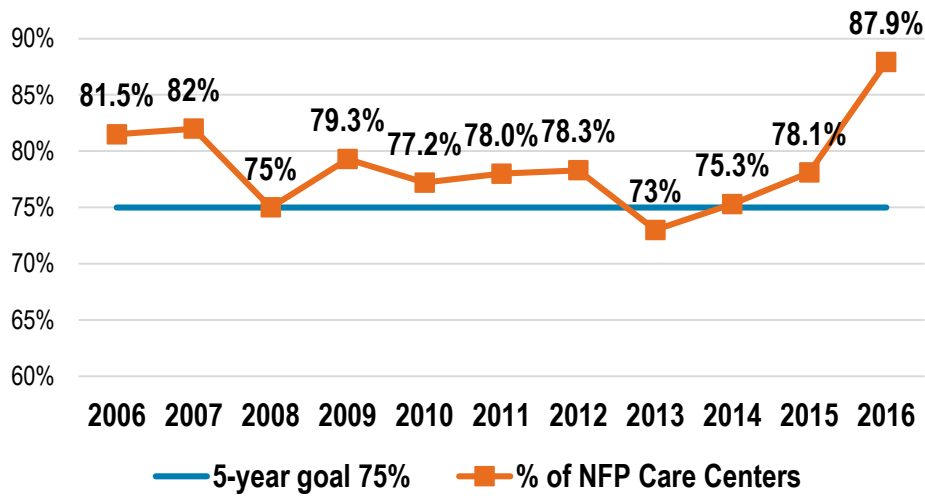
- Overall member retention failed to meet the five-year goal of 98% with the exception of 2015.
- Retention amongst care center members remains strong.

### Housing Member Retention



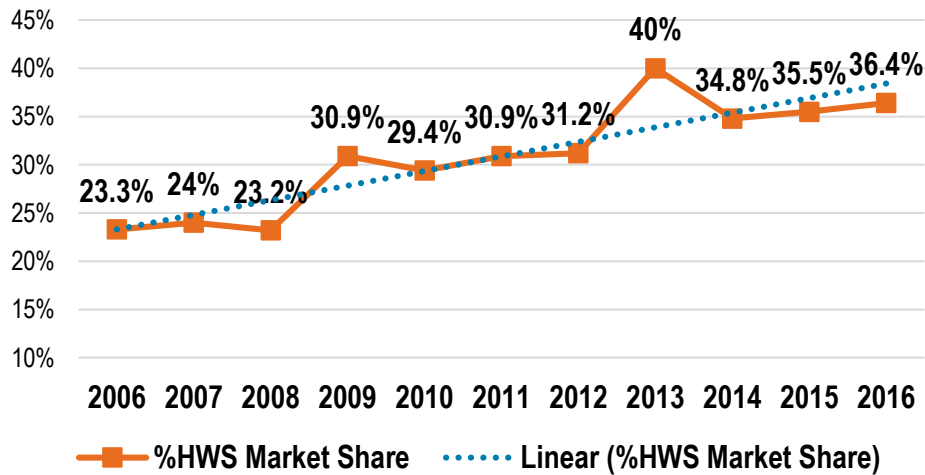
- Housing retention has dropped notably in 2016 to 94.8%.

### Care Center Market Share



- 2016 marks an all-time high market share of NFP care centers.

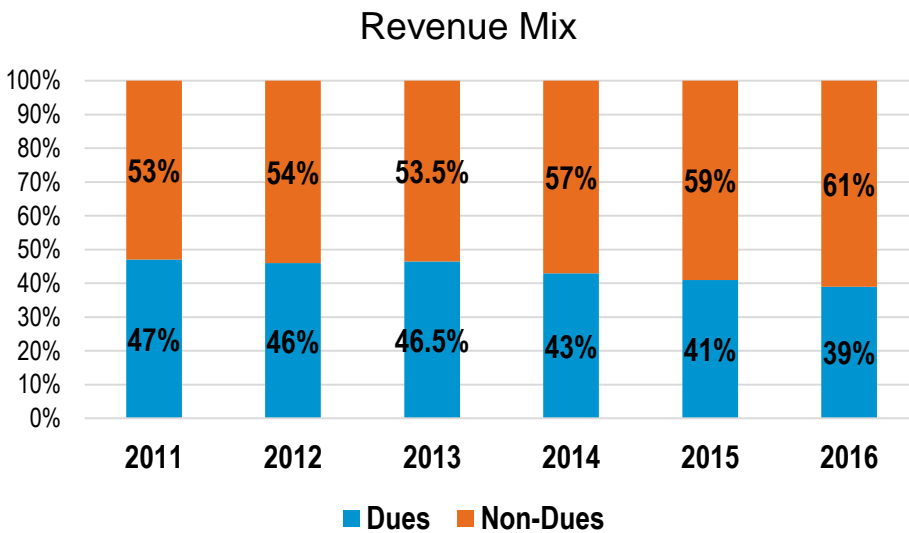
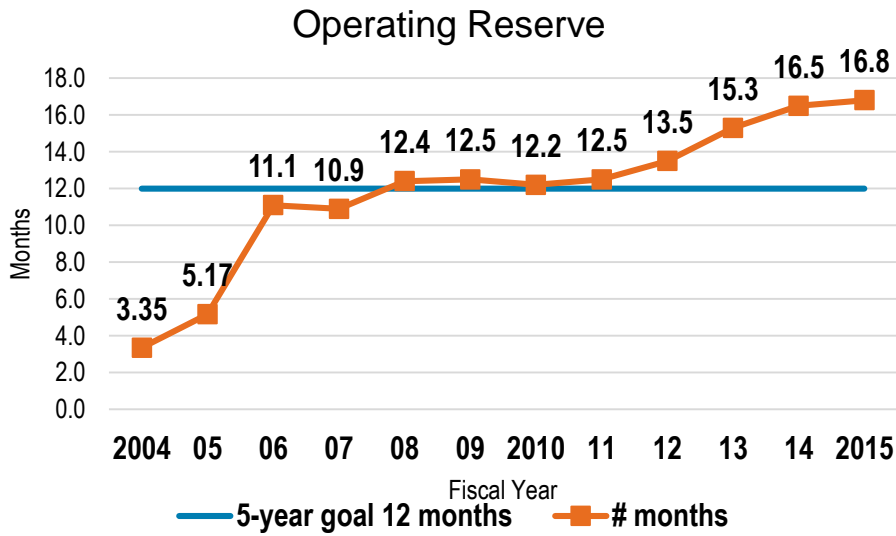
### Housing Market Share



- HWS market share continues trend of annual modest increase, but does not keep pace with market growth.

- Adult Day market share to be added to the Association's trend line in 2017.

## Financial Stability



- The Association has a consistently balanced mix.
- The current ratio is within the 60/40 range considered favorable.



## ASSOCIATION PROGRAM IMPACT

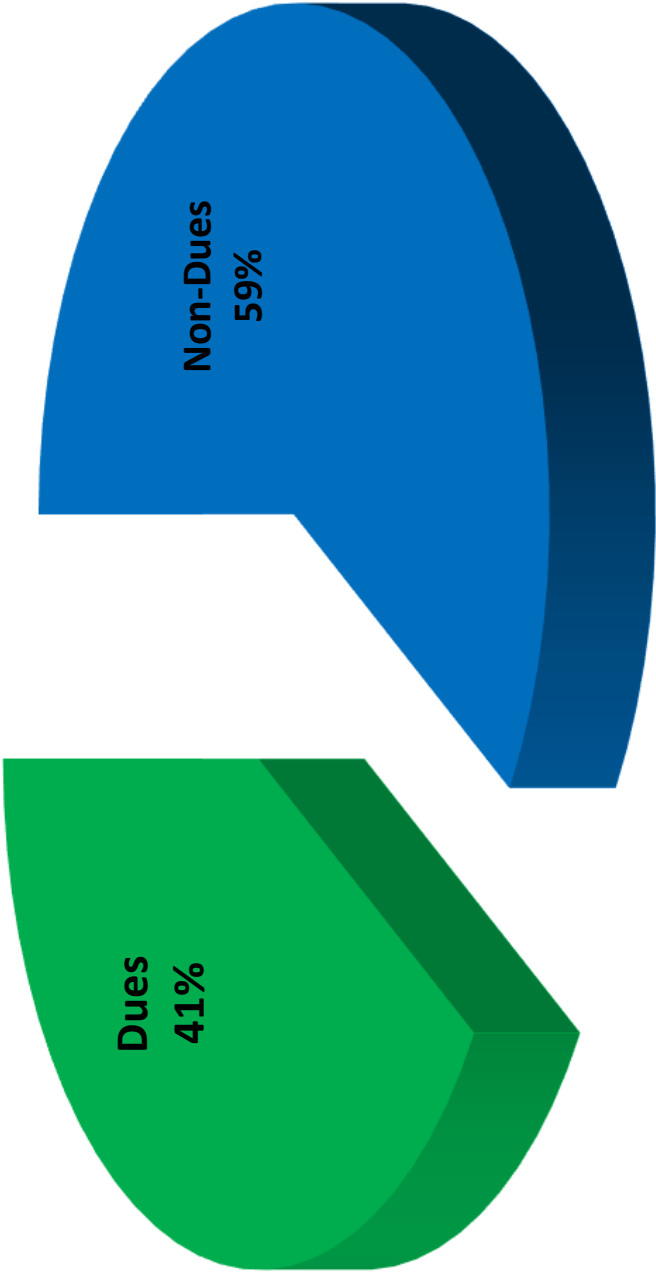
- Public Policy Reflects the Values, Goals of Association**  
*Annually establish, pursue and achieve legislative goals*
- New Service Models Advance**  
*Members prepare for participation in integrated care and payment*  
*LeadingAge MN Knowledge Center helps position members for future service strategies*
- LeadingAge Minnesota is the Go-To Organization for Media, Government and Policy Makers**  
*LeadingAge MN is a trusted source for older adult service issues and their research is used by media, governmental and policy makers*

## INDIRECT ASSOCIATION IMPACT

- Members Deliver the Best Value to their Customers**
- Members Offer Successful Service Models that Keep Pace with a Changing Market**



# Strong Ratio of Dues vs. Non-Dues Revenue



*Non-dues revenue includes \$1,455,373 in revenue from company subsidiaries including the Foundation and LeadingAge MN Solutions*





### **III. Mission, Values and Strategic Priorities**





**LeadingAge Minnesota**  
*Leading Change, Changing Lives*

**Mission**

LeadingAge Minnesota is driven to transform and enhance the experience of aging.

**Values**

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• Unwavering Commitment</li> <li>• Trustworthiness</li> <li>• Courageous Thinking</li> </ul> | <ul style="list-style-type: none"> <li>• Spirit of Optimism</li> <li>• Accountability</li> <li>• Better Together</li> </ul> |
|---|---|

**Core Strategies**

<b>Build member capacity</b> by providing business intelligence tools, advocacy, educational resources and networking dedicated to helping members thrive.	<b>Lead transformation and innovation</b> of service delivery, including the funding and regulatory policies that support it, in order to further person-centered care and support.	<b>Instill public trust</b> and confidence – on the part of public officials, local communities and the people we serve – in all that we do.
--	---	--

**Strategic Outcomes and Success Measures**

	<b>Member Success</b>	<b>Community and Public Impact</b>		
<b>Association Indirect Impact</b>	Members deliver the best value to their customers as measured by achievement of Scorecard targets.	Minnesotans have good understanding and perception of older adult services as measured by achievement of public information campaign goals.	Minnesotans have a variety of options for meeting their lifestyle choices as measured by SCAN LTSS Scorecard and DHS Gaps Analysis Indicators.	
<b>Association Program Impact</b>	Public policy reflects our values and goals as measured by achievement of legislative and regulatory agenda and funding for older adult services as state budget priority.	New service models transform the market as measured by achievement of targets re: member self-assessment and gain sharing partnerships.	Caregiving profession is elevated, resulting in increased workforce capacity as measured by targeted increase in employee morale and decrease in job openings.	Culture of quality is achieved through voluntary-provider led initiatives as measured by achievement of internal and external QI metrics.
<b>Organizational Health and Sustainability</b>	Desired portfolio of satisfied loyal members as measured by achievement of Scorecard targets.	Financial stability as measured by achievement of Scorecard targets.	Engaged, qualified staff as measured by annual retention rates.	

**2017 Annual Priorities**

Innovation and Service Delivery Transformation | Performance Excellence | Workforce Development  
 Data and Business Intelligence | Legislative/Regulatory Advocacy | Member Value



## **IV. Organizational Structure**

### **Subsidiary Organizations**

- LeadingAge Minnesota Foundation
  - LeadingAge Minnesota Solutions
- Partnership with Minnesota Hospital Association/M.C.C.A.

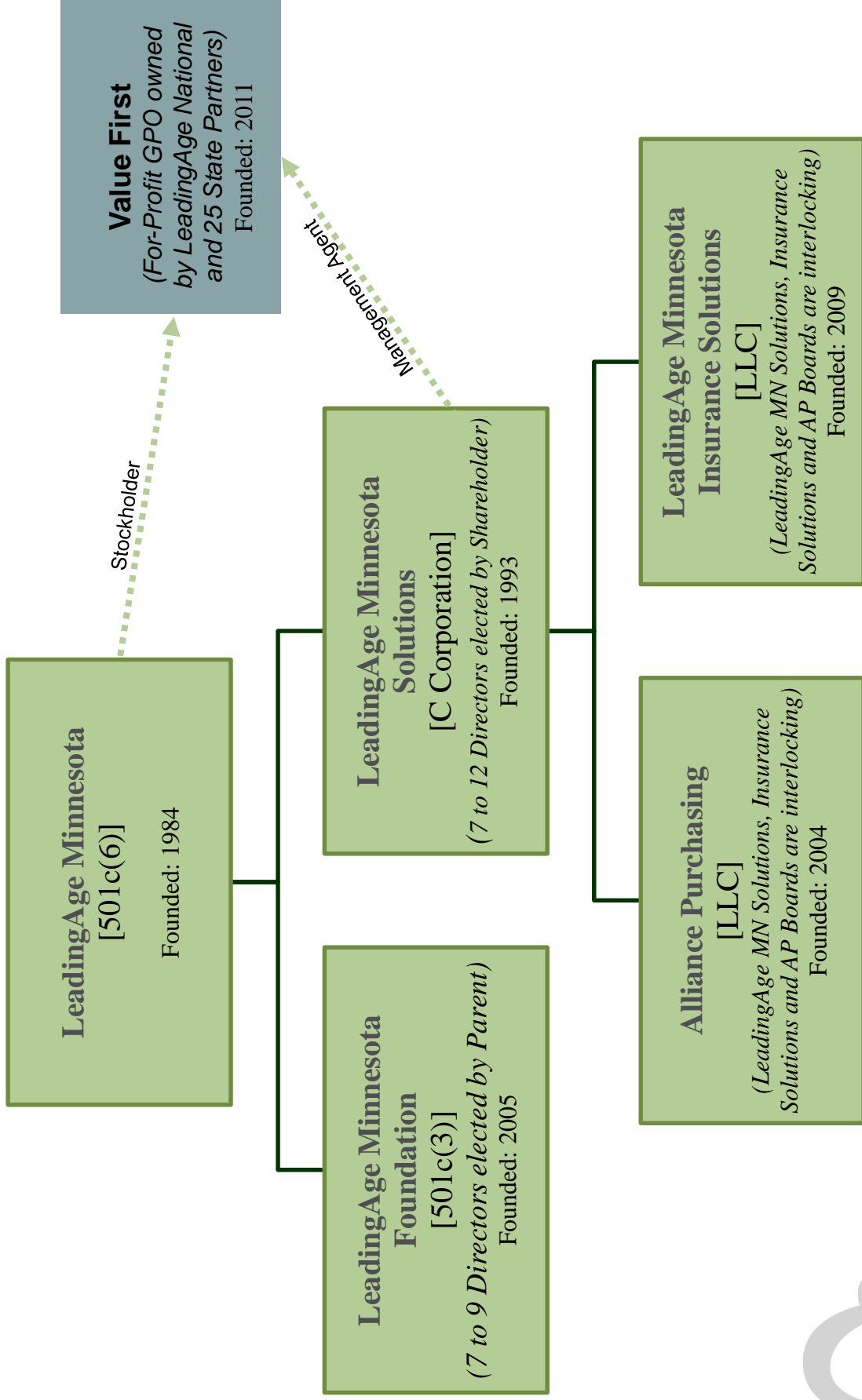
### **Strategic Partnership and Affiliations**

- LeadingAge National
  - Argentum
- Minnesota HomeCare Association
  - Care Providers/LTC Imperative





# LeadingAge Minnesota and Subsidiaries







## LEADINGAGE MINNESOTA FOUNDATION

### Purpose of Foundation:

The LeadingAge Minnesota Foundation is a 501(c)(3) organization that supports initiatives designed to transform and enhance the experience of aging including:

- Creating catalytic change in building the workforce for tomorrow;
- Advancing promising new approaches to service delivery; and
- Developing tomorrow’s leadership—including but not limited to direct care, management, governance and volunteers—within aging services organizations.

LeadingAge Minnesota Foundation Revenue Resources				
	2015		2016	
Schwab Investment	\$50,300	14%	\$99,000	3%
Contribution Income	\$4,820	1%	\$4,000	<1%
In-Kind Income	\$9,005	2%	\$2,000	<1%
Grant	\$27,650	8%	\$3,000,000	89%
Golf Tournament	\$20,010	6%	\$58,000	2%
LAMN Contribution	\$250,000	70%	\$200,000	6%
<b>Total Cash + Investments @ 12/31</b>				
	\$2,078,635		\$2,075,000	

### Current Initiatives:

The LeadingAge Minnesota Foundation is actively engaged in the following activities:

- Providing **Workforce Solutions Grants** to fund member projects that increase caregiver quality, quantity and capacity;
- Funding **Caregiver Scholarships** to support the professional development of the aging services workforce;

LeadingAge Minnesota Foundation Funds Released		
	2015	2016
Restricted Funds Released		
• MACF	\$254,631	\$152,000
• GT Scholarship	44,488	N/A
• Trustee	11,699	6,000
Total	\$310,818	\$158,000
Scholarships	\$21,000	\$24,000

- Developing an affordable, high quality and asynchronous **Online Nursing Assistant Training Program**;
- Expanding the **Health Support Specialist Registered Apprenticeship Program**--a new career pathway for organizations operating in the blended worker household model;
- Awarding scholarships for the

**LeadingAge Minnesota Leadership Academy** to develop emerging leaders in the field of aging services;

- Developing **Governance Education and Resources** for leaders serving on member boards of directors
- Providing financial support for the **Minnesota Elder Justice Center** and in-kind support to the consumer advocacy organization, **Mature Voices** and the nation-leading **Act on Alzheimer’s Collaborative**.



**2017 LEADINGAGE MINNESOTA FOUNDATION BOARD OF DIRECTORS**

(Dated: January 12, 2017)

**BARBARA J. BLUMER, CHAIR**

Attorney  
Barb Blumer Law, P.A.  
4667 Parkridge Drive  
Eagan, MN 55123-2130  
(651) 454-7838  
(651) 454-8777 (FAX)  
barbblumer@comcast.net

**ROBERT M. DAHL, SECRETARY**

President and Chief Executive Officer  
Elim Care, Inc.  
7485 Office Ridge Circle  
Eden Prairie, MN 55344  
(952) 259-4456  
(952) 259-4499 (FAX)  
bdahl@elimcare.org

**DANIEL A. LINDH, TREASURER**

President and Chief Executive Officer  
Presbyterian Homes and Services  
2845 Hamline Avenue North – Suite 200  
Roseville, MN 55113  
(651) 631-6133 (D.D.)  
(651) 631-6115 (FAX)  
dlindh@preshomes.org

**GAYLE M. KVENVOLD, PRESIDENT AND CEO**

LeadingAge Minnesota Foundation  
2550 University Ave. W., Suite 350S  
Saint Paul, MN 55114-1900  
(651) 645-4545  
(651) 645-0002 (FAX)  
gkvenvold@leadingagemn.org

**DALE FAGRE**

Chief Executive Officer  
Avinity  
7645 Lyndale Avenue South  
Richfield, MN 55423  
(612) 861-2799  
(612) 861-2149 (FAX)  
dfagre@avinityseniorliving.org

**JANET GREEN**

Regional Executive Director, Operations  
Ecumen  
1415 Madison Avenue  
Detroit Lakes, MN 56501-4542  
(218) 844-7112  
(218) 847-4488 (FAX)  
janetgreen@ecumen.org

**CHERYL GUSTASON**

Administrator  
Field Crest Care Center & Assisted Living  
318 Second Street NE  
Hayfield, MN 55940  
(507) 477-3266 Ext. 115  
(507) 477-3268 (FAX)  
cherylg@fieldcrestcare.com

**LEE R. LARSON**

President  
Benedictine Health System Foundation  
4000 Lexington Avenue North - Suite 201  
Shoreview, MN 55126  
(651) 259-6114  
lee.larson@bhshealth.org

**WAYNE OLSON**

Executive Vice President  
Volunteers Of America National Services  
7530 Market Place Drive  
Eden Prairie, MN 55344  
(952) 941-0305 (D.D.)  
(952) 941-0428 (FAX)  
wolson@voa.org

# LeadingAge<sup>TM</sup> MN

## Savings & Solutions Center

Alliance  
Purchasing/Value  
First

\$50m in sales to  
LeadingAge  
Minnesota

\$5m Direct  
Benefit to  
LeadingAge  
Minnesota in  
past 10 years

Value First  
↑ \$180m in  
growth over 6  
years

1,750 cost studies  
for members in  
past 3 years /  
"wins" 92% of  
time



**LEADINGAGE MINNESOTA SOLUTIONS /  
LEADINGAGE MINNESOTA INSURANCE SOLUTIONS / ALLIANCE PURCHASING  
2017 BOARD OF DIRECTORS/GOVERNORS**

(Dated: January 2017)

**WAYNE OLSON, CHAIR**

Executive Vice President  
Volunteers Of America National Services  
7530 Market Place Drive  
Eden Prairie, MN 55344  
(952) 941-0305 (D.D.)  
(952) 941-0428 (FAX)  
wolson@voa.org

**JEFF HEINECKE, VICE CHAIR**

President and Chief Executive Officer  
Lyngblomsten  
1415 Almond Avenue  
Saint Paul, MN 55108  
(651) 646-2941  
(651) 646-8360 (FAX)  
jheinecke@lyngblomsten.org

**MARNIE GUGISBERG, SECRETARY/TREASURER**

Senior Vice President and Chief Financial Officer  
Knut Nelson  
420 12th Avenue East  
Alexandria, MN 56308-2612  
(320) 763-1164  
(320) 763-7548 (FAX)  
marnie.gugisberg@knutenelson.org

**GAYLE M. KVENVOLD, PRESIDENT AND CEO**

President and Chief Executive Officer  
LeadingAge Minnesota  
2550 University Avenue West - Suite 350S  
Saint Paul, MN 55114  
(651) 603-3500  
(651) 645-0002 (FAX)  
gkvenvold@leadingagemn.org

**RUTH DAHL**

Director of Development  
Three Links  
815 Forest Avenue  
Northfield, MN 55057  
(507) 664-8800  
(507) 645-0942 (FAX)  
ruth.dahl@threelinks.org

**MICHAEL J. DEMMER**

President and Chief Executive Officer  
Prairie Senior Cottages, LLC  
11704 Wayzata Boulevard  
Minnetonka, MN 55305-2014  
(952) 352-0675  
(952) 352-9914 (FAX)  
mdemmer@prairieseniorecottages.com

**MELISSA HEESCH**

Executive Vice President of Operations  
Eventide Senior Living Communities  
2405 Eighth Street South, Suite A  
Moorhead, MN 56560  
(218) 291-2241  
(218) 477-3250 (FAX)  
mheesch@eventide.org

**NATHAN D. JOHNSON**

Chief Executive Officer  
PioneerCare  
1131 Mabelle Ave S  
Fergus Falls, MN 56537-3518  
(218) 739-7700  
(218) 739-7707 (FAX)  
nathanj@pioneercare.org

**JEFF KING**

Chief Financial Officer  
Three Links Care Center  
815 Forest Avenue  
Northfield, MN 55057-1643  
(507) 664-8814  
(507) 645-0942  
jeff.king@threelinks.org

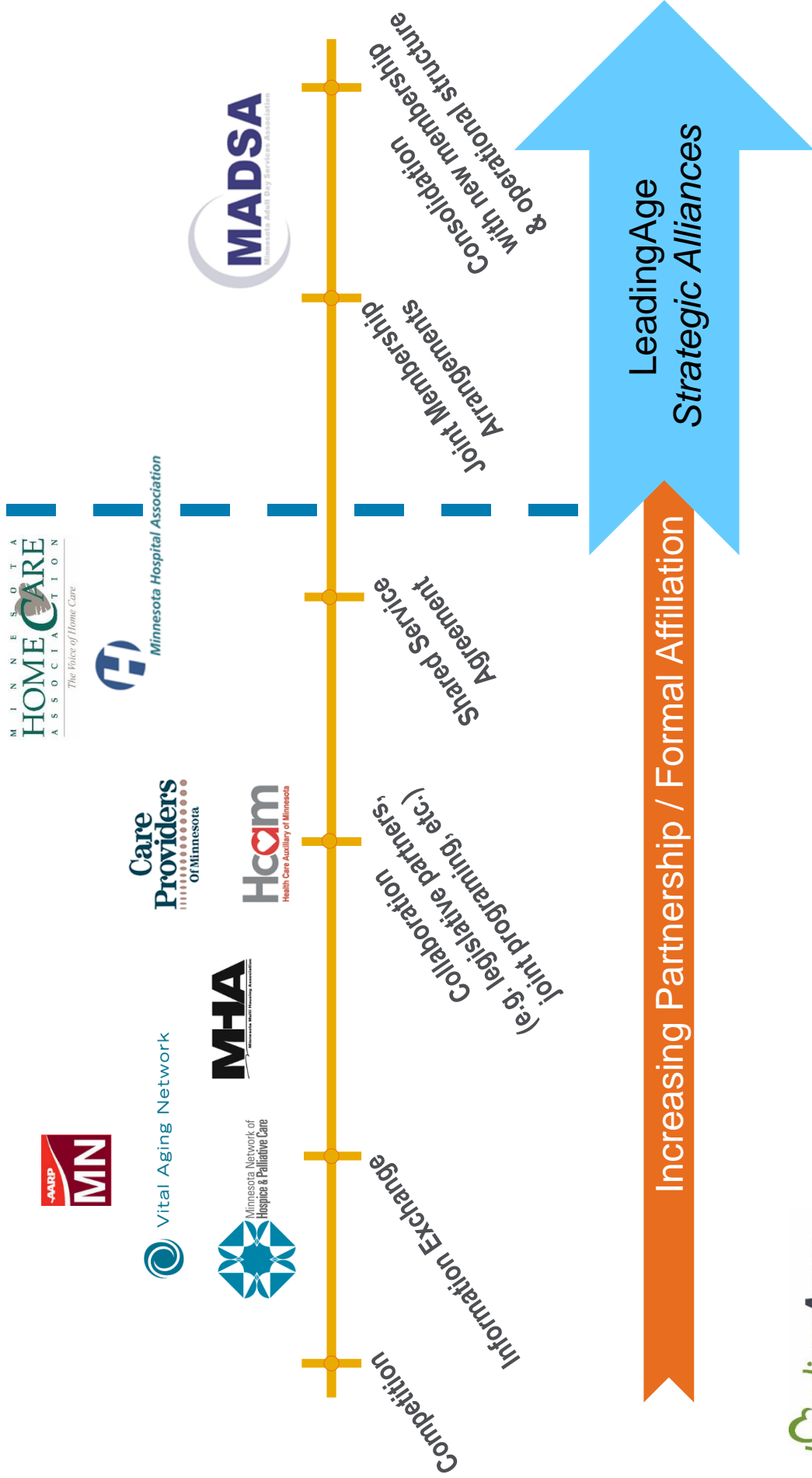
**ZACHARY SIKES**

President  
Expansion, LLC  
6805 Canal Bridge Court  
Potomac, MD 20854  
(202) 415-5278  
ZSikes@ExpansionLLC.com

**PENNY SOLBERG**

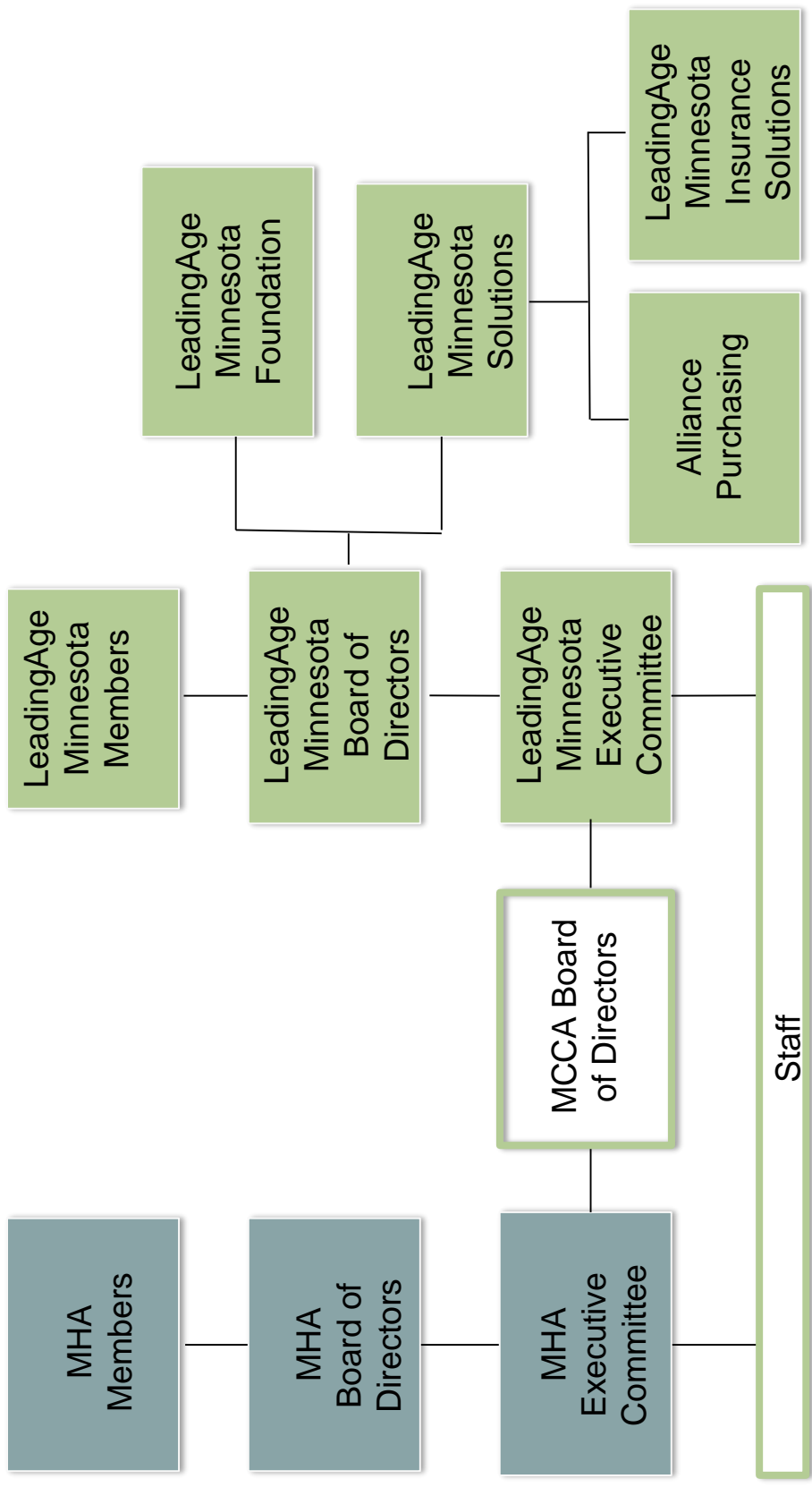
President and Chief Executive Officer  
Spring Valley Senior Living  
800 Memorial Drive  
Spring Valley, MN 55975-1024  
(507) 346-7381  
(507) 346-7903 (FAX)  
psolberg@svseniorliving.com

# Strategic Alliance Continuum





# LeadingAge Minnesota / MHA Corporate Organization



**M.C.C.A. Shared  
Services and Joint  
Administrative  
Operations**

**Shared office  
administration** —  
receptionist, office  
management, accounting,  
production room, human  
resources, payroll, internal  
information technology  
services and general  
counsel

**Common paymaster  
for all staff;** common  
benefits  
administration and  
wage structure

**Joint capital  
expenses** in most  
areas — telephone  
system, computer  
software and  
hardware, furnishings

**Joint lease  
arrangements** —  
office space and  
office equipment





**Minnesota Hospital Association**



## **MCCA Board of Directors**

January 17, 2017

---

**Mary B. Maertens, BS RN PHN MHA FACHE**

**Chair**

President and CEO  
Avera Marshall  
300 S. Bruce St.  
Marshall, MN 56258-1934  
Tel: (507) 537-9160  
Fax: (507) 537-9053  
Email: mary.maertens@avera.org

**Erin Hilligan**

**Secretary-Treasurer**

Corporate Director of Skilled Services  
Ebenezer  
2722 Park Ave.  
Minneapolis, MN 554071009  
Tel: (612) 874-3477  
Fax: (612) 874-3465  
Email: ehillig1@fairview.org

**Gayle Kvenvold**

**President**

President & CEO  
LeadingAge Minnesota  
2550 University Ave. W., Ste. 350-S  
Saint Paul, MN 55114-1907  
Tel: (651) 603-3500  
Fax: (651) 645-0002  
Email: gkvenvold@leadingagemn.org

**Lawrence J. Massa, MS, FACHE**

**President-Elect**

President & CEO  
Minnesota Hospital Association  
2550 University Ave. W., Ste. 350-S  
Saint Paul, MN 55114-1900  
Tel: (651) 659-1433  
Fax: (651) 659-1477  
Email: lmassa@mnhospitals.org

**Mark R. Anderson**

**At-Large Director**

President & CEO  
Knut Nelson  
420 12th Ave. E.  
Alexandria, MN 56308-2612  
Tel: (320) 763-1146  
Email: mark.anderson@knutenelson.org

**Mark B. Koch**

**At-Large Director**

Vice Chair of Administration, Mayo Clinic  
Mayo Clinic Health System  
200 First St. S.W.  
Rochester, MN 55905-0001  
Tel: (507) 284-5962  
Fax: (507) 284-0574  
Email: koch.mark@mayo.edu

**Jon Lundberg**

**At-Large Director**

Chief Operating Officer  
Ebenezer  
2722 Park Ave.  
Minneapolis, MN 55407-1009  
Tel: (612) 874-3460  
Fax: (612) 874-3465  
Email: jlundbe3@fairview.org

**Jon L. Pryor, M.D., MBA**

**At-Large Director**

Chief Executive Officer  
Hennepin County Medical Center  
Shapiro Building, 6th Floor  
701 Park Ave.  
Minneapolis, MN 55415-1623  
Tel: (612) 873-3629  
Fax: (612) 873-1985  
Email: jon.pryor@hcmcd.org

## MCCA Board of Directors

January 17, 2017

Page 2

---

**Nancy Stratman, LNHA**

**At-Large Director**

Senior Services Director  
Cuyuna Regional Medical Center-Care Center  
320 E. Main St.  
Crosby, MN 56441-1645  
Tel: (218) 546-2306  
Fax: (218) 546-2383  
Email: nancy.stratman@cuyunamed.org

**Carl Vaagenes**

**At-Large Director**

Chief Executive Officer  
Douglas County Hospital  
111 E. 17th Ave.  
Alexandria, MN 56308-3703  
Tel: (320) 762-6021  
Fax: (320) 762-6120  
Email: cvaagenes@dchospital.com

**Deb Kierstead**

**Staff Liaison**

Chief Financial Officer  
MCCA  
2550 University Ave. W., Ste. 350-S  
Saint Paul, MN 55114-1900  
Tel: (651) 603-3501  
Fax: (651) 659-1477  
Email: dkierstead@mnhospitals.org

**Ben Peltier, J.D.**

**Staff Liaison**

Vice President, Legal Services & Federal Relations  
Minnesota Hospital Association  
2550 University Ave. W., Ste. 350-S  
Saint Paul, MN 55114-1900  
Tel: (651) 603-3513  
Fax: (651) 659-1477  
Email: bpeltier@mnhospitals.org

Total Records 12

## STATE ASSOCIATION AFFILIATION AGREEMENT

This State Association Affiliation Agreement (the "Agreement") is entered into as of this 8<sup>th</sup> day of December, 2011, by LeadingAge ("LeadingAge" or "Association") and Aging Services of Minnesota (State Association hereinafter referred to as "State Partner"). This Agreement, together with the LeadingAge Bylaws, defines the respective roles and responsibilities of LeadingAge and the State Partner.

### ARTICLE I

#### VISION AND GUIDING PRINCIPLES

We believe in working together for the collective good of the common members of LeadingAge and the State Partner and for the purpose of strengthening the not-for-profit commitment to serve and support people as they age. In pursuing this vision, Leading Age and the State Partner shall be guided in their daily performance and shared work by the principles set forth in this Article ("Guiding Principles").

#### 1.2 Vision and Relationships

We believe:

Our priority and the primary focus of our shared mission is the individuals who receive services and supports from Members.

We should provide Members with the knowledge, skills, and tools to enable them to deliver the optimum in housing services and supports to individuals as they age.

Shared or compatible visions, missions and beliefs multiply our strength and power to influence the quality of life for people as they age.

The not-for-profit voice is essential.

Mutual respect and trust are the basis for effective collaboration.

The success of the state and national associations is intertwined, both achieving more together than either can separately.

Both the state and national associations must be financially viable.

Comprehensive strategic planning remains crucial to long-term survival and effectiveness.

Each state association remains unique.

#### 1.3 Structure, Responsibilities and Communication

We believe:

Clear and consistent definitions of membership categories at the state and national levels is crucial to compatibility and organizational focus.

Compatible or shared operational systems maximize our resources and increase our efficiency.

Identification of Member needs, wants, and preferences remains a joint responsibility. The relationship between the State Partner and National Association should be structured with defined roles, responsibilities, and expectations. Establishing and adhering to an agreed upon process for conflict resolution is crucial for preservation of organizational unity. Openness, honesty, and truth should shape communications.

#### 1.4 Authority & Accountability

We believe:

A clearly defined, articulated decision making process for national policy and advocacy efforts strengthens, brings clarity to and fosters greater unanimity in all policy and advocacy efforts.

A single voice speaking with delegated authority shaped by stakeholder input on issues of national policy holds the highest potential for successful advocacy.

Decisions regarding new products and services should be grounded in sound and accurate research gathered from the marketplace.

Financial accountability and transparency, and agreed upon evaluation processes for measuring the effectiveness of our services to Members, are vital aspects of performance improvement and the building of trust among stakeholders.

Fulfilling our responsibilities to support them once decisions are made is essential.

Decisions must be made in an ethical manner and for an ethical purpose.

Transparency and mutual accountability are requirements for all trust relationships

#### 1.5 Resources and Rewards

We believe:

Fair and agreed upon models for sharing risks and benefits must apply to the development and promotion of new products or services.

State Partners should be supported by LeadingAge in development of their ability to represent not-for-profit services and supports.

Bringing value and access to our Members for products and services, at the state or national levels, are vital Association functions.

Information and expertise in the areas of information, data, and knowledge must be shared openly and liberally.

Associations should lead by remaining cutting edge and innovative.

## ARTICLE II

### PURPOSE

2.1 This Agreement outlines the terms under which State and regional associations of nonprofit and other providers or services and supports for the aging may become affiliates of LeadingAge.

2.2 The goals of LeadingAge and the State Partners are (a) to have overlapping membership, such that Members will become a member of the respective state Partner and of LeadingAge, (b) to deliver to each LeadingAge Member services and value, and (c) to provide each Member indirect support through the combined efforts of all other designated LeadingAge State Partners.

2.3 From the national perspective, the designated LeadingAge State Partners will be an integral part of the overall programs and services of LeadingAge. From the state perspective, the national leadership and staff of LeadingAge will be an extension of the capabilities and services of each state Partner. LeadingAge and all of the designated State Partners will devote their combined resources for the benefit of all LeadingAge Members.

## ARTICLE III

### DESIGNATION OF STATE ASSOCIATION

3.1 State Association shall be the designated LeadingAge State Partner for the state of Minnesota pursuant to the terms and conditions of this Agreement.

3.2 State Association accepts this designation, and LeadingAge and State Association agree to abide by this Agreement and all LeadingAge Bylaws, rules, policies, and procedures relating to State Partners (“**LeadingAge Requirements**”). All activities of State Partner which are undertaken for LeadingAge Members, or which make use or refer to the LeadingAge name in any way, shall be undertaken in compliance with this Agreement and in accordance with the LeadingAge Requirements and LeadingAge’s tax-exempt mission and purposes as set forth in its Certificate of Incorporation. LeadingAge and State Partner agree to abide by all future amendments to this Agreement generally applicable to state affiliates which are adopted by at least a two-thirds (2/3) vote of the Leadership Forum and ratified by the LeadingAge Board. Other rules, policies, and procedures may be adopted by mutual consent of the State Partner and the LeadingAge Board or staff, and other amendments to this Agreement which are not generally applicable to the State Partners may be adopted in accordance with the terms of this Agreement.

3.3 LeadingAge agrees that State Partner shall be the sole and exclusive designated LeadingAge state affiliate for its state during the term of this Agreement. State Partner agrees that, except as disclosed to LeadingAge in writing by State Partner prior to the execution of this Agreement, and except as approved in the future in writing by LeadingAge, LeadingAge shall be the sole and exclusive national association representing services and supports for the aging with

which State Partner is affiliated or represents. Individual members of State Partner may be members of other organizations relating to aging services.

LeadingAge hereby grants to State Partner a non-exclusive, non-transferable, limited license to use the name "LeadingAge" and any LeadingAge trademarks in describing its designation as a LeadingAge State Partner and in performing its responsibilities under this Agreement. State Partner hereby grants to LeadingAge a non-exclusive, non-transferable, limited license to use the name of the State Partner and any of its trademarks in describing the State Partner's designation as a State Partner and in performing LeadingAge's responsibilities under this Agreement. Each party is encouraged to refer to the other party, and reproduce any trademarks of the other party, on its website in order to describe the designation of the State Partner pursuant to this Agreement.

3.4 Neither party shall use, or cause or permit to be used by any person, the foregoing licensed names, or the logos, trademarks, service marks, trade names, membership and mailing lists or copyrighted materials of the other party ("**Intellectual Property**") without prior written approval by the other party, other than the use of the other party's Intellectual Property in connection with performance of the specific activities authorized under this Agreement. The Intellectual Property of each party must be used by the other party in a professional manner and solely for official mission-related purposes. Neither party shall sell or trade the Intellectual Property of the other party without prior written consent. The Intellectual Property may not be used for individual personal or professional gain or other private benefit, and the Intellectual Property may not be used in any manner that, in the sole discretion of owner, discredits such party or tarnishes its reputation and goodwill; is false or misleading; violates the rights of others; violates any law, regulation or other public policy; or mischaracterizes the relationship between LeadingAge and the State Partner, including but not limited to the fact that the State Partner is a separate and distinct legal entity from LeadingAge. The parties shall ensure that the applicable copyright or trademark notices and other disclaimers are made with respect to any use of the other party's Intellectual Property, in accordance with requirements of applicable law, and any other guidelines that shall be prescribed by the owner. Use of the other party's Intellectual Property shall create no rights for the non-owning party in or to the Intellectual Property or its use beyond the terms and conditions of this limited and revocable license. All rights of usage of the Intellectual Property by the non-owning shall terminate immediately upon the revocation, surrender, or other termination of this Agreement. Each party's obligations to protect the Intellectual Property of the other party shall survive the revocation, surrender, or other termination of this Agreement.

3.5 In any event, upon termination of this Agreement, any license for the use of Intellectual Property shall terminate and each party shall cease all use of the other party's Intellectual Property. These obligations under this Article 3 shall survive the termination of this Agreement. This provision shall not limit the right of a State Partner to the continued use of logos, marks or names which were in use by the State Partner prior to use of such items by LeadingAge.

3.6 State Partner agrees to adopt the LeadingAge name and logo within 5 years, unless another plan is mutually agreed to or State Partner is exempted from this requirement due to its affiliation with a hospital association, or other exemptions are mutually agreed to. In the interim,

State Partner will use language indicating its affiliation with LeadingAge. Such affiliation language shall be approved by LeadingAge. All State Partners using names other than LeadingAge may and will be expected to refer to themselves as LeadingAge affiliates. Descriptive language employed for this purposes will be provided by LeadingAge.

## ARTICLE IV

### PROGRAMMATIC COORDINATION

In order to represent Members most effectively, to achieve optimum utilization of membership resources, and to assure maximum benefits to Members, LeadingAge and State Partner acknowledge that the following programs are the primary functions of the Association and that mutual support and cooperation are essential for successful implementation in these areas.

4.1 Role of LeadingAge. LeadingAge is the corporate entity which links State Partners to the programs of LeadingAge. Coordination of programming is accomplished through the LeadingAge Public Policy Congress consisting of representatives of the LeadingAge SState Partners, through the LeadingAge State Leadership Forum, and through applicable provisions of the LeadingAge Requirements . This governance structure provides the means of setting LeadingAge public policy and making major decisions.

4.2 Advocacy Coordination. LeadingAge and State Partners agree that coordinated public policy development and implementation will achieve greater effectiveness. To that end, Leading Age and State Partner shall coordinate advocacy as follows:

4.2.1 The LeadingAge Board of Directors shall have the primary responsibility for setting federal policy objectives, which shall be set forth in Policy Objectives and a National Advocacy Plan. The Policy Objectives and National Advocacy Plan shall be approved annually. These documents shall govern the activities of LeadingAge staff and provide guidance to the State Partner. The LeadingAge staff shall have primary responsibility for coordinating efforts to represent the Policy Objectives and National Advocacy Plan to U.S. Congress and the central agencies of the Federal government.

4.2.2 LeadingAge shall seek input from the State Partner and members through participation on the Policy Congress and the Executive Forum.

4.2.3 If State Partner believes that the best interests of Members in its state require that it advocate a different position than the position in the Policy Objectives and National Advocacy Plan, State Partner agrees to disclose this to LeadingAge. After such disclosure, State Partner may proceed with its advocacy work, provided that it does not misrepresent the LeadingAge position on any issue.

4.2.4 The State Partner has the primary responsibility to represent Members in its state with governmental entities and other constituencies within its state and with the regional offices of Federal agencies, within the parameters of its budget plan and means to do so.

4.2.5 Any initiative in the area of national advocacy enlisting the participation of a specific Member in the state covered by the State Partner, which is undertaken by the LeadingAge staff or by the State Partner, will be disclosed to the other party to this Agreement.

4.2.6 LeadingAge and the SState Partners share responsibility to provide support and guidance to small and emerging state affiliates in the delivery of communication, education, and other services at the state level.

4.3 Communications and Public Relations. LeadingAge and State Partner acknowledge that timely communication is vital to an effective relationship between LeadingAge and the State Partner, and among the SState Partners and the Members. To that end, Leading Age and State Partners shall coordinate communications and public relations as follows:

4.3.1 The Executive Forum and LeadingAge staff will coordinate communications to Members and will collaborate to enhance the use of technology in LeadingAge's communications.

4.3.2 LeadingAge will develop national standards for the use of the LeadingAge name and logo and any new names or logos adopted by LeadingAge.

4.3.3 LeadingAge and State Partner shall share content in newsletters and co-brand specific national and state magazines/newsletters, as appropriate.

4.3.4 State Partner shall include a LeadingAge news section in its state newsletters, as appropriate.

4.3.5. LeadingAge and State Partner will each provide prominent links from their websites to the other's website, and each will feature the other in social media.

4.3.6. LeadingAge and State Partner will work together to cultivate and sustain an advocacy network to foster grassroots activities at the federal and state levels.

4.3.7 LeadingAge will make available to State Partners access to a media database.

4.4 Professional Development & Educational Programs. LeadingAge and State Partner acknowledge the value of coordinated programs. To that end, Leading Age and State Partner shall coordinate professional development and educational programs as follows:

4.4.1 LeadingAge and State Partner will share, through the Professional Development Network, education best practices and effective education strategies.

4.4.2 LeadingAge and State Partner will develop and execute their own education strategies, including audio conferences, webinars, and other electronic formats, and will collaborate on such efforts as appropriate. Leading Age will determine educational

programs most appropriately developed at the national level. The State Partner will have the responsibility for determining the scope and nature of educational programming to be conducted at the state level.

4.4.3 LeadingAge will develop and execute an Annual Meeting of LeadingAge. LeadingAge will work closely with the State Partner for the state in which the Annual Meeting is held to identify ways to leverage the State Partner's interests.

4.5 Data Collection and Exchange. Accurate, timely, and relevant customer information creates an important foundation for both LeadingAge and State Partner to measure and demonstrate member engagement and value. With accurate and relevant customer data, each party can better understand its members, member needs, and how to serve them more effectively. Accordingly, LeadingAge and State Partner agree to collect and exchange customer information using the following guidelines:

4.5.1 LeadingAge and State Partner will agree in writing on a common set of member demographics, attributes and definitions

4.5.2. State Partner assumes primary responsibility for member data collection and management, and shall collect at least annually the basic data set agreed to in Sec 4.5.1. State Partner agrees to share all collected data with LeadingAge through a web application through which SState Partners can input, change, and remove agreed upon member information.

4.5.3 LeadingAge will provide State Partner with real time, online reports and exports of member data that will allow the State Partner to update its own database system with new and updated data collected by LeadingAge.

4.5.4 LeadingAge and State Partner will explore options for collaborative data management so that member data can be readily and mutually exchanged.

4.5.5 LeadingAge and State Partner will work together to identify member surveys that can be done collaboratively to improve efficiency and to optimize member response and information. The Executive Forum shall agree on a process through which this collaboration may occur and shall evaluate its effectiveness on a periodic basis.

4.6 Products and Services. LeadingAge and State Partner acknowledge the value of coordinated products and services. To that end, Leading Age and State Partner shall coordinate their respective efforts as follows:

4.6.1 New products and services developed by LeadingAge or the State Partner that have the potential for state-to state or state-national collaboration or which may lead to direct competition among Executive Forum members should be disclosed to the benefit of all parties.

4.6.2 LeadingAge and State Partner will explore opportunities to coordinate licensure or purchase of communication tools.

4.6.3 The sharing content of newsletters, monographs, research papers or publications by and between State Partner and LeadingAge and/or another LeadingAge State Partner is encouraged and, for purposes of this agreement, does not constitute a shared service.

4.6.4 LeadingAge will provide support as needed for State Partners to be able to network and share best practices. Support may include the setting up of conference calls, arranging of meeting space or planning of special events.

4.7 Dues. State Partner agrees to collect on behalf of LeadingAge the LeadingAge dues, payable by LeadingAge Members in the state. LeadingAge dues shall be set by the LeadingAge Board of Directors. All LeadingAge dues are the property of LeadingAge. The State Partner shall collect LeadingAge dues and remit quarterly eighty-five percent (85%) of such dues to LeadingAge. State Partner shall retain fifteen percent (15%) of the LeadingAge dues as a payment by LeadingAge to State Partner. Dues collection and remittance shall be undertaken in compliance with all applicable dues policies of LeadingAge. A one and a half percent (1½) per month penalty will be assessed on the outstanding balance of any late payments, defined as payments remaining unpaid after a reminder notice and more than thirty (30) days after deadlines established in LeadingAge policy. Upon termination of this Agreement for any reason, all LeadingAge dues collection activity by State Partner shall cease immediately, all LeadingAge dues held by State Partner and payable to LeadingAge (including a proration of any partial calendar quarter) shall be immediately remitted to LeadingAge, and LeadingAge thereafter, until a successor State Partner is identified and given dues collection responsibilities, shall directly invoice all LeadingAge Members in the state for the full amount of all LeadingAge dues.

## ARTICLE V

### GOVERNANCE

5.1 The LeadingAge Bylaws, as amended, provide for a Public Policy Congress, which shall consider and recommend national policy objectives to the LeadingAge Board of Directors. The Public Policy Congress will include representatives from the State Partner according to the formula set forth in the LeadingAge Bylaws. State Executives and the LeadingAge Board attend the meetings of the Public Policy Congress.

5.2 State Partner and LeadingAge agree that there shall be an advisory body known as the StateLeadership Forum, which shall consist of the State Executives and board chair and chair-elect of all designated SState Partners, and the members of the LeadingAge Board. The Leadership Forum shall consider, advise, and act upon matters referred to LeadingAge and State Partners collectively, on matters of governance, and on other matters as requested by the Board of Directors of LeadingAge. The Leadership Forum shall consider and act upon significant changes in Association policy related to the designated LeadingAge State Partners, significant changes to this Agreement, and LeadingAge member dues increases.

5.3 The Convenor of the Executive Forum, the Chair of the LeadingAge Board, and the LeadingAge CEO with input from State Partner board chairs shall plan the agenda for meetings of the Leadership Forum. A quorum for the conduct of business shall be one-half of the total members of the State Leadership.

5.4 The staff CEO of each State Partner and the CEO of LeadingAge shall be members of the Executive Forum. The Executive Forum shall meet four times annually with two of these meetings occurring during or contiguous with the spring and fall meetings of LeadingAge unless the Executive Forum decides otherwise. The State Partner CEO and the LeadingAge CEO are expected to be present for at least three of these meetings. The Executive Forum shall operate according to the Executive Forum bylaws. The Executive Forum periodically will review Agreement to ensure compliance and Agreement's continued effectiveness.

## ARTICLE VI

### ORGANIZATIONAL ISSUES

6.1 To facilitate communication regarding strategy, policy, and challenges faced by LeadingAge and State Partners, Leading Age and State Partner agree:

6.1.1 The Convenor of the Executive Forum shall serve ex-officio on the LeadingAge Board and will participate in Board meetings and new Board orientation. LeadingAge will conduct orientation of new State Partner CEO's annually or as needed. LeadingAge will have a standing invitation to attend State Partner Board meetings.

6.1.2 LeadingAge will distribute LeadingAge Board materials including financial reports to the State Executives in advance of each LeadingAge Board meeting. State Partner will distribute State Board materials including financial reports to LeadingAge in advance of each State Board meeting.

6.2 To regularly assess and review progress, LeadingAge and State Partner agree they shall routinely contribute to an annual benchmarking survey. State Partner and LeadingAge are encouraged to use various resources for organizational evaluation, including the SHARE peer review process.

6.3 To reinforce mutual accountability for financial success, LeadingAge and State Partner agree that LeadingAge and State Partner shall share mutually their annual audit reports and other financial reviews.

6.4 To ensure successful transitions, Leading Age and State Partner agree:

6.4.1 State Partner shall consult with LeadingAge during the search for any new Executive at the time of transition.

6.4.2 The Convener of the Executive Forum, as a member of the LeadingAge Board, shall participate in the search process for any new LeadingAge CEO.

## ARTICLE VII

### MEMBERSHIP MATTERS

7.1 A voting Member of LeadingAge is defined as a not-for-profit provider of housing, services and supports for the elderly which meets all of the requirements for Membership in LeadingAge .

7.1.2 Not-for-profit organizations are defined by state law. Generally, the term not-for-profit describes an organization that does not distribute its surplus funds to owners or shareholders, but uses those funds to further its mission goals or causes.

7.1.3 Organizations Eligible for Membership:

- a) Cooperatives: Organizations which in accordance with state law, give residents a share or occupancy rights in a not-for-profit organization that owns the real estate.
- b) Blended organizations: Not-for-profit/For profit blends in which the not-for-profit ownership is 51% or greater.
- c) Not-for-profit provider organizations owned by a for profit parent organization
- d) For profit provider organizations owned by a not-for-profit parent organization
- e) Government Homes, Programs, and Services providing housing, supports and services to the elderly

7.2 Except as otherwise provided in Addendum A, each LeadingAge Member in the State Partner's state will also be a member of the State Partner, and each State Partner member eligible to be a LeadingAge Member must be a Member. Except for those State Partners who are affiliated with a state hospital association, both parties agree that in principle all not-for-profit organizations should be joint members of LeadingAge and the State Partner and, if necessary, dues will be adjusted to reflect this reality. Both parties agree to work cooperatively to maintain and/or increase the membership in LeadingAge and the State Partner by actively promoting membership among eligible non-member organizations.

7.3 Except as otherwise provided in Addendum A, the State Partner may admit organizational members to the State Partner which are involved in or relate in some way to services to the aging or other special chronic care populations, but which are not eligible to be Members of Leading Age, or where LeadingAge determines it will not provide services. Similarly, LeadingAge may admit organizational members to LeadingAge which are involved in or relate in some way to services for the aging or other special chronic care populations, but

which are not eligible to be members of the State Partner, or where State Partner determines it will not provide services. The following conditions apply:

#### 7.4 Governance issues

(a) All voting members of State Partner and LeadingAge must be either not-for-profit corporations or for-profit entities owned by nonprofit corporations.

(b) The Board of the State Partner must be composed in the majority of members affiliated with LeadingAge Members.

(c) Only persons affiliated with Leading Age Members may serve as chair or chair-elect of the State Association Board, may be selected for the LeadingAge Policy Congress, or may represent the State Partner in other LeadingAge related matters.

(d) For profit organizations may be accepted as non-voting affiliate members, provided that any dues from such affiliate for-profit organization members does not constitute greater than twenty percent (20%) of the total revenue of LeadingAge or the State Partners.

7.5 State Partner agrees, upon request by LeadingAge, to certify its compliance with these requirements and, upon reasonable notice, to produce for inspection and audit by representatives of LeadingAge supporting records of the State Partner. If State Partner identifies a business or organizational need to develop its membership in a manner inconsistent with these requirements, the State Partner may present justification for this inconsistency to the LeadingAge Board and request a modification or waiver of these requirements.

### **ARTICLE VIII**

#### **CONFLICT RESOLUTION**

8.1 In the event of an alleged breach of this Agreement, both parties agree to the establishment of a mediation committee at the request of either party for the purpose of hearing substantial disputes regarding this Agreement.

8.2 Any alleged breach of this Agreement which is not resolved by the mediation process described above shall be submitted, at the option of either party, to binding arbitration before a single arbitrator selected in accordance with the Rules of the American Arbitration Association ("AAA"). The arbitration shall be conducted in accordance with the AAA Rules. The venue for any arbitration shall be the District of Columbia or the headquarters city of the State Partner, at the option of the State Partner.

## **ARTICLE VI**

### **AMENDMENTS**

9.1 Amendments to this Agreement may be submitted in writing to the LeadingAge Board of Directors by either LeadingAge staff or State Partner. Any amendments reflecting significant policy changes will be presented to the State Leadership Forum. Amendments must be approved by the LeadingAge Board of Directors. Any amendment which has received approval by a two-thirds (2/3) vote of the State Leadership Forum and the LeadingAge Board will be incorporated automatically into this Agreement.

9.2 This Agreement also may be amended at any time by a written amendment signed by both parties to this Agreement.

## **ARTICLE X**

### **TERMINATION**

10.1 This agreement will have a term of five (5) years and automatically will renew for subsequent terms of five (5) years unless written notice of non-renewal is provided by either party to the other party at least one hundred eighty (180) days prior to the renewal date.

10.2 This Agreement may be terminated with or without cause at any time upon one (1) year prior notice to the other party. This Agreement also may be terminated early by mutual written agreement of the parties.

10.3 Written notification of an actual or perceived breach of this Agreement, must be sent by either party to the other party stating the precise nature of the actual or perceived breach. Upon receipt of such notice, the party alleged to have breached the Agreement shall have thirty (30) days to respond and if necessary to correct the breach. If a breach or perceived breach of the Agreement continues beyond this thirty (30) day period, the party alleging the breach may invoke mediation and arbitration procedures outlined in Article VII above. If the matter is not resolved by mutual agreement, or if there is a finding by the arbitrator of a material breach, this Agreement may be terminated immediately by the party remaining in compliance with the Agreement. The Agreement may not be terminated for an alleged breach prior to a finding of breach by the arbitrator.

10.4 During the term of this Agreement, LeadingAge and State Partner agree that they will provide sixty (60) days prior written notice each to the other before taking any of the following actions:

- a) Merging with any other entity;
- b) Agreeing to be managed under contract by any other entity; or

- c) Joining, representing, or affiliating in any way with any other state or multi-state association or state or multi-state organization which directly or indirectly consists of or represents providers of housing, services and supports for the aging.

Should LeadingAge deem such proposed action by State Partner to be contrary to the interests of LeadingAge or the other designated State Partners, LeadingAge may invoke the conflict resolution process described in Article VII. At the conclusion thereof, if the State Partner wishes to proceed with the action, LeadingAge may at its option either continue this Agreement or terminate on thirty (30) days written notice. If LeadingAge contemplates any of the above actions with any other national entities, it will provide a sixty (60)day written notice of intent to State Partner during which time the State Partner and LeadingAge will discuss implications of such action for states and Members and make a mutually agreeable and binding decision regarding the continuation or cancellation of this Agreement.

10.5 Upon any termination of this Agreement, in addition to any and all other remedies available to either party as a matter of law or under the terms of this Agreement, all representatives of State Partner in the Public Policy Congress and the StateLeadership Forum automatically shall be removed from these bodies and new representatives of a newly designated State Partner shall be elected or appointed. All use of the LeadingAge Intellectual Property, all collection of LeadingAge dues by State Partner shall immediately cease, and any and all written LeadingAge Intellectual Property or other kinds of property belonging to LeadingAge immediately shall be returned to LeadingAge. If and when LeadingAge designates another organization to be the designated LeadingAge State Partner within the state, (a) State Partner agrees that it will not hinder or interfere in any way with the establishment of, operation of, enrollment of the Members in, and collection of LeadingAge dues by the new designated LeadingAge State Partner, and (b) LeadingAge agrees that is will not hinder future activity of State Partner which does not violate this Agreement or otherwise improperly infringe upon the activities of LeadingAge.

## ARTICLE XI

### MISCELLANEOUS

11.1 Each party shall indemnify, save and hold harmless the other, and such indemnified party's subsidiaries, affiliates, related entities, partners, agents, officers, directors, employees, members, successors, and assigns, from and against any and all claims, actions, suits, demands, losses, damages, judgments, settlements, costs and expenses (including reasonable attorneys' fees and expenses), and liabilities of every kind and character whatsoever ("**Claim**"), which may arise by reason of (i) any act or omission, including breach of this Agreement, by the indemnifying party or any of its subsidiaries, affiliates, related entities, partners, officers, directors, employees, members, or agents, or (ii) the inaccuracy or breach of any of the representations made by the indemnifying party in this Agreement. This indemnity shall require the indemnifying party to provide payment to the indemnified party of costs and expenses as they occur. Each party shall notify promptly the other party upon receipt of any Claim and shall grant to the indemnified

party the sole conduct of the defense to any Claim. The provisions of this Section shall survive termination of this Agreement.

11.2 Both parties shall, during the term of this Agreement and thereafter, maintain the confidentiality of any or all of the other party's confidential or proprietary information or data ("**Confidential Information**"). Such Confidential Information shall be deemed to be furnished in confidence and solely in connection with the parties' respective obligations under this Agreement and shall be returned upon request following termination of this Agreement. The obligations under this section shall survive the termination of this Agreement.

11.3 This Agreement constitutes the entire agreement between LeadingAge and State Partner with respect to the matters referred to herein. The Addenda to this Agreement are an integral part of the Agreement, and in the event of a conflict between an Addendum and the body of the Agreement, the Addendum shall take precedence and be controlling. This Agreement may be amended only as provided in Article VIII above. This Agreement automatically shall supersede and terminate any prior state affiliate agreement between LeadingAge and State Partner.

11.4 This Agreement shall be governed by and construed in accordance with the laws of the District of Columbia.

11.5 Any waiver by either party to this Agreement of any provision shall not be construed as a waiver of any other provision of this Agreement, nor shall such waiver be construed as a waiver of such provision with respect to any other event or circumstance, whether past, present, or future. Any specific provision of this Agreement referring to obligations of either party extending beyond the termination of this Agreement, or which reasonably should extend beyond termination, shall survive any such termination.

11.6 LeadingAge and State Partner expressly acknowledge and agree that they are, and shall remain, separate entities and that no partnership, joint venture, or agency is created by virtue of this Agreement. As such, neither party shall be authorized to incur any liability, obligation, or expense on behalf of the other.

11.7 If any provision of this Agreement is determined to be invalid or unenforceable in whole or in part, the remaining provisions shall be enforceable to the maximum extent possible.

11.8 Neither party may transfer or assign any of its rights or obligations, or all or part of this Agreement, without the prior written consent of the other party.

11.9 Neither LeadingAge nor State Partner shall be liable for its failure to perform its obligations under this Agreement due to events beyond its reasonable control including, but not limited to, strikes, riots, wars, acts of terrorism, fire, acts of God, and acts in compliance with any applicable law, regulation, or order (whether valid or invalid) of any governmental body.

11.10 Any notice contemplated by, or made pursuant to, this Agreement shall be in writing and made by courier or mail (postage prepaid), addressed or directed to LeadingAge or State Partner,

as the case may be, at the following address, or such other address as shall be designated by the respective party.

LeadingAge, Inc.  
2519 Connecticut Avenue, NW  
Washington, D.C. 20008-1520  
Attention: President

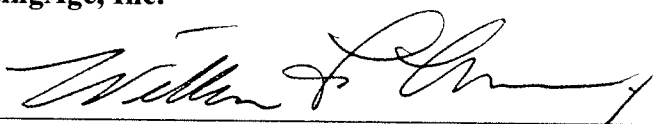
Aging Services of Minnesota  
2550 University Avenue West – Suite 350S  
Saint Paul, Minnesota 55114  
Attention: President

**ARTICLE XII**

**APPROVAL**

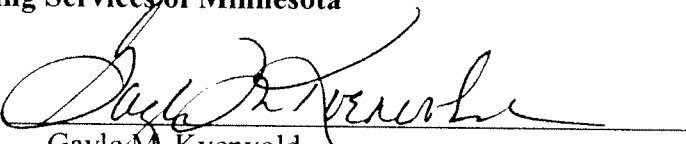
12. For this Agreement to be in effect, it must be signed by representatives of LeadingAge and of the State Partner who have been authorized to sign by their respective boards of directors or trustees, and by their signatures below, the undersigned persons represent that they have received such board authorization.

**LeadingAge, Inc.**

By:   
\_\_\_\_\_  
William L. Minnix, Jr, D.Min.  
President and CEO

Date: 12/19/11

**Aging Services of Minnesota**

By:   
\_\_\_\_\_  
Gayle M. Kvenvold  
President and Chief Executive Officer

Date: 12/8/11

## **ADDENDUM A**

For use only with the "grandfathered" state associations of Minnesota, Wisconsin, South Dakota and Montana:

Section 7.2 of the Agreement is deleted, and the following Section 7.2 is substituted:

7.2 State Partner's state shall be a "non joint membership state." LeadingAge Members are not required to join the State Partner. Both parties agree to work cooperatively to maintain and/or increase the Membership by (i) encouraging eligible members of one organization to apply for membership in the other organization; and (ii) actively promoting membership in both organizations of members that have expressed a desire to terminate their membership in either organization.

For use only with the "grandfathered" State Partners of Colorado, Florida, Kentucky, Illinois, Mid-Atlantic, Minnesota, Tennessee, South Dakota and Wyoming:

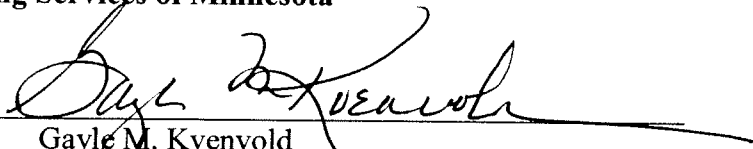
Section 7.3 of the Agreement is deleted, and the following Section 7.3 is substituted:

7.3 The State Partner may admit members to the State which are involved in or relate in some way to services to the aging, but which are not eligible to be Members of LeadingAge, subject to the following condition. Only persons affiliated with LeadingAge may be selected for the LeadingAge Public Policy Congress or represent the State Partner in other LeadingAge related matters.

**ADDENDUM B**


Article III Section 3.6. To the contrary notwithstanding, State Partner will adopt all other co-branding that has been proposed for State Partners with the exception of a name change for State Partner. State Partner agrees that it will examine the issue of name change over the course of the next 5 years (from the date of this agreement).

**Aging Services of Minnesota**

By:   
Gayle M. Kvenvold  
President and Chief Executive Officer

Date: 12/8/11

**LeadingAge, Inc.**

By:   
William L. Minnix, Jr, D.Min.  
President and CEO

Date: 12/19/11





## LeadingAge Public Policy Congress Charter

*The LeadingAge Public Policy Congress serves as the deliberative body of the association with the responsibility for deliberating and recommending public policy principles to the LeadingAge Board of Directors for approval. The Policy Congress represents the membership and exercises leadership in identifying a public policy priorities.*

**Duties, Responsibilities and Authority:** Within the limits of the Articles of Incorporation, bylaws, and policies established by the Board of Directors, the Public Policy Congress is responsible for and has the authority to accomplish the duties set forth below:

1. Scans the state membership to identify emerging issues of priority to the members and state associations.. Communicates and shares issues from membership and state association with the Public Policy Congress and communicates back to state association leadership, including key staff and Boards
2. Actively engages in the Public Policy Congress members through written materials, webinars, conference calls and in-person meetings to become more knowledgeable about current policy issues and the impact of such to LeadingAge and it member organizations and state associations
3. Advocates for the interests, goals, and public policy directions of the association with appropriate federal and state officials, including grassroots opportunities.
4. Deliberates in good faith, with the best interests of the LeadingAge membership in mind, with the purpose of developing “ the right policy for the right reason”
5. Develops a set of recommended public policy objectives for approval by the LeadingAge Board on a biannual basis.
6. Abides by and supports the adopted policies and programs of the LeadingAge public policy agenda.

**Process:** Decisions of the Public Policy Congress are made by a majority vote of eligible advocates. All advocates must be members in good standing of LeadingAge and their state affiliate; and must be willing to act in the best interests of LeadingAge.

**Term:** Advocates on the Public Policy Congress shall be elected or appointed by their states, or if an advocate-at-large appointed by the chair for a term of two (2) years, such term will begin at the beginning of the calendar year. An advocate may serve for two consecutive terms; four years must elapse before an advocate who has served two consecutive terms can be reelected or reappointed to another term on the congress.

## LeadingAge Public Policy Congress

### Minnesota Representatives January 2016

**ROBERT DAHL** (Delegate)  
President and Chief Executive Officer  
Elim Care, Inc.  
7485 Office Ridge Circle  
Eden Prairie, MN 5534  
(952) 259-4456 (D.D.)  
bdahl@elimcare.org

**DANIEL C. DIXON** (Member at Large)  
President and Chief Executive Officer  
Guardian Angels  
508 Freeport Avenue NW - Suite A  
Elk River, MN 55330-3612  
(763) 241-4439 (D.D.)  
dandixon@ga-er.org

**ERIN HILLIGAN** (Delegate)  
Corporate Director of Skilled Services  
Ebenezer  
2722 Park Avenue  
Minneapolis, MN 55407-1009  
(612) 874-3477  
ehillig1@fairview.org

**JON RIEWER** (Delegate)  
President & CEO  
Eventide Senior Living Communities  
2405 8th Street South, Suite A  
Moorhead, MN 56560  
(218) 291-2201  
jriewer@eventide.org







ARGENTUM  
EXPANDING SENIOR LIVING

# 2017 Argentum Membership Guide

ADVOCATE. EDUCATE. INNOVATE.



Broadcast veteran Ann Compton interviewed representatives of Argentum's Executive Advisory Board at the closing session of the Argentum Senior Living Executive Conference in Denver, CO. (L-R Brenda Bacon, President & CEO, Brandywine Living; Loren Shook, Chairman & CEO, Silverado; Pat Mulloy, CEO, Elmcroft Senior Living; John A. Moore, CEO, Atria Senior Living).

## ARGENTUM - EXPANDING SENIOR LIVING

Argentum, formerly ALFA, is the leading national trade association of companies that own, operate, and support professionally managed senior living communities in the United States. Through a network of state chapters and affiliated associations, Argentum represents more than 7,000 communities that provide independent living, assisted living, and memory care services for seniors.

## YOUR RESOURCE FOR ADVOCACY, EDUCATION AND INNOVATION

With industry growth, comes greater responsibility and increased third party interests. We invite you to join Argentum to influence the collective voice shaping the operating environment for owners and management companies alike. Membership in Argentum gives your company insight into and input on important issues facing the industry, and is a resource for national and state advocacy, professional development, training, certification, education, and research.

Argentum membership is open to owners and operators of senior living communities, REITs and any company serving the senior living industry. We look forward to your partnership.

“The senior living industry continues on its growth trajectory, thanks to its successful model of person-centered care sought by residents, their families and loved ones. As the industry matures, senior living leaders face many complex issues. Argentum is fully prepared to help its members navigate these challenges and embrace these opportunities through education, innovation and advocacy in this rapidly changing landscape.”

— James Balda  
President and CEO  
Argentum

## ENGAGE IN ARGENTUM'S INDUSTRY-ADVANCING PROGRAMS

### Gain a Competitive Advantage Through Certification

Executive Directors can now demonstrate knowledge essential to the practice of senior living and enhance individual performance through the Senior Living Certification Commission's Assisted Living Executive Director Certification program.

### Commit to Quality Through Industry Standards

Complement state laws and regulations by attesting to Argentum's Standards that address consumer and resident rights, safety, quality improvement, workforce, and regulatory compliance. Display the Commitment to Quality Certificate at each community to demonstrate your dedication to quality care.

### Advocate on Behalf of Seniors Through a Shared Voice

Join Argentum on Capitol Hill to advocate for meaningful laws and regulations that support choice, independence, dignity, accessibility, and quality of life for all older Americans.

### Develop Best Practices For The Industry's Critical Imperatives

Collaborate with fellow members to identify challenges and opportunities facing the industry. Be a part of the development of future initiatives, solutions and best practices for the industry's critical imperatives outlined below.



#### WORKFORCE DEVELOPMENT

Growing a workforce of trained professionals to serve seniors.



#### CONSUMER CHOICE

Promoting strategies for financing long term care services and supports.



#### QUALITY IMPROVEMENT

Nurturing environments that enhance the quality of life for senior living residents.



#### MEMORY CARE

Enhancing awareness and best practices for the care of residents with dementia.



#### OPERATIONAL EXCELLENCE

Improving the senior living business through innovation and technology.



Senior living professionals who operate in New York state met with Representative Paul Tonko (D-NY) during Argentum's Advocacy Fly-In in Washington, D.C. Company representatives above include Kensington Senior Living, Argentum New York, Yardi, Benchmark Senior Living, and Atria Senior Living.

## DISCOVER THE POWER OF ARGENTUM MEMBERSHIP

BENEFITS	GOLD	SILVER	BRONZE
Executive Advisory Board	✓		
Gold Member Reception	✓		
Executive Roundtables (Owner/Operator Only)	✓		
Premium Recognition	✓	✓	
Senior Living Symposia Complimentary Registration (O/O Only)	✓	✓	
Assisted Living Executive Director Certification	✓	✓	✓
Public Policy Institute and Fly-In	✓	✓	✓
Senior Living Executive Conference	✓	✓	✓
Senior Living Symposia (Owner/Operator Only)	✓	✓	✓
Executive Member Reports	✓	✓	✓
Regional Luncheons (Owner/Operator Only)	✓	✓	✓
Additional Benefits	✓	✓	✓

### Executive Advisory Board (EAB)

CEO is invited to serve alongside peers on the Executive Advisory Board. EAB members receive a complimentary invitation to participate in the following events:

- **EAB Meeting and CEO Dinner**  
May 2, Nashville, TN
- **Leadership Receptions**  
March 21, San Diego, CA  
September 25, Chicago, IL
- **Chief Executive Summit**  
November 8-9, Half Moon Bay, CA

### Gold Member Reception

Attendees of the Senior Living Executive Conference are invited to an exclusive networking reception, May 1, in Nashville, TN.

### Executive Roundtables (Owner/Operator Only)

Senior executives from a variety of disciplines and functional areas are invited to serve alongside peers to discuss their most pressing business challenges. Roundtables meet annually at the Senior Living Executive Conference and/or as determined by the roundtable.

### **Senior Living Symposia**

Gold and Silver owner/operator members receive complimentary event registration(s) for senior executives to attend industry symposia where professionals explore critical imperatives like memory care and workforce development. Bronze owner/operator members receive discounted registration.

### **Premium Recognition**

Support of your national trade association makes a difference and is recognized yearly via company recognition on [argentum.org](http://argentum.org), in *Senior Living Executive* magazine, and at the Senior Living Executive Conference and Expo.

### **Assisted Living Executive Director Certification**

Member discounts on the Assisted Living Executive Director Certification exam and test prep study guides.

### **Public Policy Institute and Fly-In**

Company employees are invited to participate in advocacy grassroots training and meetings with Congress in Washington, DC.

### **Senior Living Executive Conference**

Discounted exhibit booth and All-Access Pass registrations to attend the annual conference. The All-Access Pass also qualifies Executive Directors for a discount to the Executive Director Leadership Institute, May 1-3, in Nashville, TN.

### **Executive Member Reports**

Access to Executive Member Reports, Workforce Reports, and bi-annual Federal and State Public Policy Reports.

### **Regional Luncheons**

Representative is invited to attend a regional executive leadership meeting.

### **Additional Benefits**

- Discounted job postings on the Senior Living Career Center
- Access to CEO Briefings
- Access to member-only awards programs including Best of the Best, Hero, and Community Leader
- Company recognition on [argentum.org](http://argentum.org)
- Promotional rights to Argentum member logo

*Disclaimer: Argentum reserves the right to change, modify, discontinue or refuse to provide any of the membership benefits or any part of them, at any time.*



During the inaugural, invitation-only Argentum Chief Executive Summit, Health and Human Services Secretary Kathleen Sebelius addressed more than 50 industry CEOs about the future of health reform, long-term care policy and evolving payment and delivery systems. The 2017 Gold Member Chief Executive Summit takes place November 8 - 9 in Half Moon Bay, CA. We look forward to seeing you there.

## 2017 DIRECTORS & EXECUTIVE ADVISORY BOARD

### **Bjorn Alfredsson**

*President & CEO*  
Holsag Canada

### **John Atkinson**

*EVP, Managing Partner*  
Willis Towers Watson

### IMMEDIATE PAST CHAIRMAN

#### **Brenda Bacon★**

*President & CEO*  
Brandywine Living

#### **Roger Bernier**

*President & COO*  
Chelsea Senior Living

#### **Richard Brewer**

*President & CEO*  
Commonwealth Assisted Living

### VICE CHAIRMAN

#### **Timothy Buchanan★**

*President*  
Legend Senior Living

#### **Rod Burkett**

*President & CEO*  
Gardant Management Solutions

#### **Debra Cafaro**

*CEO*  
Ventas

#### **Jack Callison★**

*CEO*  
Enlivant

#### **Karen Cassel**

*CEO*  
Caring.com

#### **Joseph Cuticelli**

*CEO Seniors North America*  
Sodexo

### **John Damgaard**

*President & CEO*  
MatrixCare

#### **Jon DeLuca★**

*President & CEO*  
Senior Lifestyle Corp

#### **Thomas DeRosa★**

*CEO*  
Welltower

#### **Labeed Diab★**

*COO*  
Brookdale

#### **Lilly Donohue**

*CEO*  
Holiday Retirement

#### **Marilynn Duker**

*President*  
Brightview Senior Living  
(The Shelter Group)

#### **Joe Eby**

*President*  
Bickford Senior Living

#### **David Eskenazy**

*President*  
Merrill Gardens

#### **Ron Feinstein**

*President & CEO*  
Phillips

#### **Jerry Finis**

*CEO*  
Pathway Senior Living

#### **John Fitzpatrick**

*President*  
StoryPoint/Independence Village

### **Timothy Fox**

*CEO & Founder*  
FOX Rehabilitation

#### **Tana Gall**

*CEO*  
Blue Harbor Senior Living

#### **Joel Goldman**

*Partner*  
Hanson Bridgett LLP

#### **Tom Grape★**

*Chairman/CEO*  
Benchmark Senior Living

#### **Chris Guay**

*President & CEO*  
Vitality Senior Living

#### **John Gurrieri**

*President & CEO*  
Bridgestone Senior Living

#### **George Hager**

*CEO*  
Genesis HealthCare

#### **Stephanie Handelson★**

*President & COO*  
Benchmark Senior Living

#### **Judd Harper★**

*COO*  
The Arbor Company

#### **Ray Henderson**

*CFO*  
Stellar Senior Living

#### **Susan Hendrickson**

*Partner*  
Dechert LLP

#### **Eric Hetrick**

*VP of Global P&G Professional*  
Procter & Gamble Professional

★ 2017 Argentum Director

## 2017 DIRECTORS & EXECUTIVE ADVISORY BOARD

### **Robert Hillis**

*President & CEO*  
Direct Supply

### **Dan Hirschfeld**★

*President*  
Genesis Rehabilitation Services

### **Charles Hogan**

*CEO*  
Surface Logic

### **Kai Hsiao**★

*EVP, Senior Housing Asset Management*  
HCP

### **Buck Hunt**

*CEO*  
HHHunt Senior Living

### **Justin Hutchens**★

*CIO*  
HCP

### **Richard Irwin**

*CEO*  
IntegraCare Corp

### **Joe Jasmon**

*CEO*  
Shepherd Senior Living

### **J.J. Johnson**

*CEO*  
Cornell Communications

### **Sean Kell**

*President & CEO*  
A Place for Mom

### **Edward Kenny**★

*Chairman/CEO*  
Life Care Services

### **Mercedes Kerr**

*SVP, Business Development*  
Welltower

### **Brad Klitsch**★

*SVP of Market Development*  
Direct Supply

### **Myron Kowal**

*President*  
Response Care

### **G. Michael Leader**

*President & CEO*  
Country Meadows

### **TREASURER**

### **Bruce Mackey**★

*CEO*  
Five Star Senior Living

### **Bryan McCaleb**

*President*  
Sagora Senior Living

### **Tom McDermott**

*Industry Principal*  
Yardi Systems

### **Eric Mendelsohn**

*President & CEO*  
National Health Investors

### **Sally Michael**★

*President*  
California Assisted Living Assn (CALA)

### **Joe Mikalajunas**

*COO & SVP*  
Spectrum Retirement Communities

### **Charles Mills**

*CEO*  
Medline Industries

### **John Moore**★

*Chairman/CEO*  
Atria Senior Living

### **Danielle Morgan**

*COO*  
MBK Senior Living Communities Ltd

### **VICE CHAIRMAN**

### **Pat Mulloy**★

*Chairman/CEO*  
Elmcroft Senior Living

### **Joel Nelson**

*President & COO*  
Life Care Services

### **Todd Novaczyk**★

*President & CEO*  
New Perspective Senior Living

### **David O'Leary**

*President and CEO*  
U.S. Life InsuranceGenworth Financial

### **Mike Page**

*National VP of Sales*  
Morrison Community Living -  
Compass Group NAD

### **Mathew Peponis**

*CEO/Chairman*  
Greenfield Senior Living

### **William Pettit**★

*Vice Chairman*  
Merrill Gardens

### **Wayne Powell**

*CEO*  
Civitas Senior Living

### **Forrest Preston**

*CEO/Chairman*  
Century Park Associates

### **Robert Probst**★

*CFO*  
Ventas

## SECRETARY

### **Randy Richardson**★

*President*  
Vi

### **Joe Ruggeri**

*President/Director of Operations*  
Allegro Senior Living

### **Daniel Schwartz**

*COO*  
Almost Family

### **Kenneth Segarnick**

*Chief Corporate Officer*  
Brandywine Living

## CHAIRMAN

### **Loren Shook**★

*President & CEO/  
Chairman of the Board*  
Silverado

### **Wendy Simpson**

*President & CEO*  
LTC Properties

### **Timothy Smick**

*Principal/Founder*  
Harbor Retirement Associates

### **Andy Smith**★

*CEO*  
Brookdale

### **Todd Spittal**

*President & CEO*  
Provision Living

### **Rick Steinberger**

*COO*  
ROC Senior Housing

### **Dan Suits**

*COO*  
Hearth Management

### **Donald Thompson**

*CEO*  
Senior Living Communities

### **Tiffany Tomasso**★

*Founding Partner*  
Kensington Senior Living

### **Charlie Trefzger**

*CEO*  
Affinity Living Group

### **Jeremie Trochu**

*VP, Sales and Marketing*  
Omnicare

### **Collette Valentine**★

*CEO*  
Integral Senior Living

### **Mitchell Warren**

*CEO*  
The LaSalle Group

### **Dale Watchowski**

*CEO*  
American House Senior  
Living Communities

### **Mike Wessinger**

*President*  
PointClickCare

### **Patricia Will**★

*President & CEO*  
Belmont Village Senior Living

### **Chris Winkle**★

*CEO*  
Sunrise Senior Living

### **Mark Woodka**

*CEO*  
OnShift

### **Margaret Wylde**

*President & CEO*  
ProMatura Group

### **Michael Zusman**

*CEO*  
Kwalu

### **James Balda**

*President & CEO*  
Argentum

“ Argentum membership is a way to not only become more connected with the senior living industry, but it offers opportunity to participate in initiatives with like mind professionals to elevate our services and options for seniors. As an active member, Argentum has been beneficial for my organization and myself through education, connections, and inspiration to find ways to look ahead, improve, and simply...to reach higher. ”

— Maria Nadelstumph,  
*VP of Organizational Development  
and Program Excellence,  
Brandywine Senior Living*



**ARGENTUM**  
EXPANDING SENIOR LIVING

**CONTACT THE ARGENTUM  
MEMBERSHIP TEAM**

**Brad Williams**

VP of Business Development  
bwilliams@argentum.org  
571-527-2625

**Kari Horesky**

Membership Manager – Owner Operator/REIT  
khoresky@argentum.org  
703-562-1179

**Robb Shrader**

Membership Associate – Industry Partner  
rshrader@argentum.org  
312-673-5581

**Scott Narug**

Director of Industry Partner Sales  
snarug@argentum.org  
312-673-5974

1650 King Street  
Suite 602

Alexandria, VA 22314  
[argentum.org/membership](http://argentum.org/membership)

# 2017

# ARGENTUM MARKETING PLANNER

[www.argentum.org/marketingplanner](http://www.argentum.org/marketingplanner)

## Expanding Senior Living

As the leading association for companies that own, operate, and support professionally managed senior living communities, Argentum offers numerous opportunities to engage with industry executives and decision makers to advance the industry as well as your own business. The following pages detail opportunities through membership, events, print and digital channels. Join us in expanding senior living.

# ABOUT ARGENTUM

Founded in 1990, Argentum is the leading national trade association serving companies that own, operate, and support professionally managed senior living communities in the United States. Through a network of state partners, Argentum represents over 7,000 communities that provide independent living, assisted living, and memory care services for seniors. Argentum is expanding senior living through its comprehensive national and state advocacy program; workforce development, training, and certification tools; and industry-leading publications, events, education, and research.

## OUR CRITICAL IMPERATIVES



### WORKFORCE DEVELOPMENT

Growing a workforce of trained professionals to serve seniors.



### CONSUMER CHOICE

Promoting strategies for financing long term care services and supports.



### QUALITY CARE

Nurturing environments that enhance the quality of life for senior living residents.



### MEMORY CARE

Enhancing awareness and best practices for the care of residents with dementia.

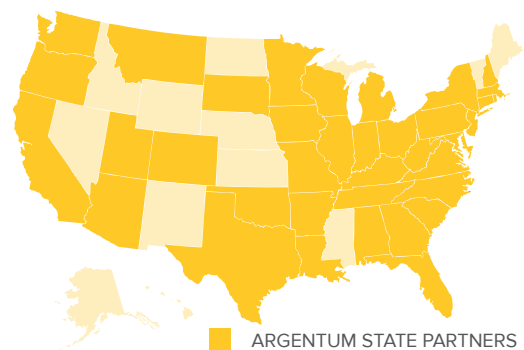


### OPERATIONAL EXCELLENCE

Improving the senior living business through innovation and technology.

**ADVOCACY & PUBLIC POLICY** Argentum advocates at the federal and state level on behalf of senior living companies, their employees and the residents and families they serve. Since senior living is regulated at the state level, a majority of Argentum's advocacy efforts are aimed at regulatory bodies in all 50 states. A critical component of Argentum's state advocacy efforts involve Argentum's state partners who are literally the "boots on the ground."

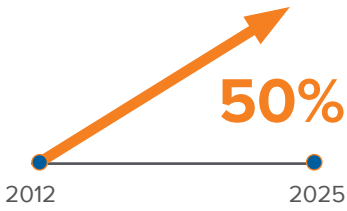
## STRONG IN THE STATES 37 STATE PARTNERS



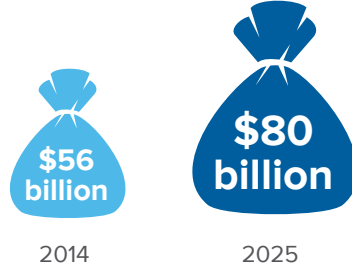
**EDUCATION & TRAINING** Argentum brings its members and other industry thought-leaders together to encourage collaboration, best practice sharing, and professional development. Our annual conference, the premier event in senior living, includes three days of advanced educational sessions, a solutions-oriented expo, high-profile awards ceremonies, and networking opportunities.

**PROGRAMS, EVENTS, AND PUBLICATIONS** Argentum develops and publishes a wide variety of media focused on senior living to educate, inform, and inspire its members, the public, and policymakers. *Senior Living Executive* magazine, our bimonthly print and digital publication, spotlights the latest advances in the senior living business and offers news, tips, and insight.

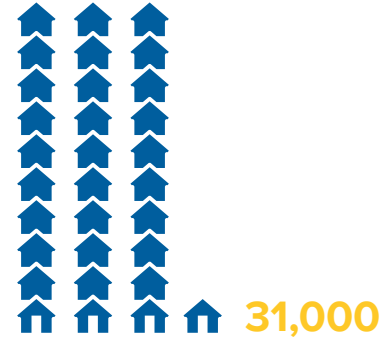
# A MARKET RIPE FOR INVESTMENT



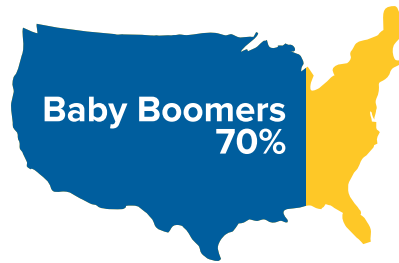
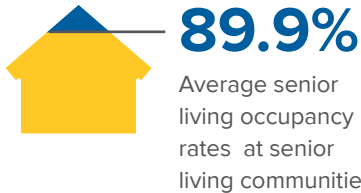
There will be approximately **1.1 million daily residents at residential care communities in 2025**, an increase of 50 percent from 2012



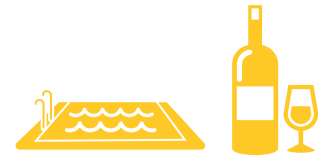
Total revenues projected to increase 43 percent



Assisted living communities serving almost 1 million residents



Next generation of residents represent more than 70 percent of U.S. financial assets and over 1/2 of discretionary spending



**Amenities desired by boomers:** commercial kitchens, bistros, pubs, beauty salons, indoor swimming pools, spacious spas, pet-friendly, accessible and socially connected communities

Sources: Argentum projections based on data from the National Study of Long-Term Care Providers conducted by the U.S. Centers for Disease Control and Prevention's National Center for Health Statistics; Argentum projections of senior living industry establishments and revenues; U.S. Census Bureau projections of the population aged 85 and older; National Survey of Residential Care Facilities; National Investment Center for the Seniors Housing & Care Industry MAP Data Service; Age Wave

“Argentum provides platforms to exchange ideas, discuss operational challenges, learn best practices and to network with others in the industry (at all levels).”  
 - Maria Nadelstumph, VP of Organizational Development and Program Excellence, Brandywine Living

THERE HAS NEVER BEEN A BETTER TIME TO JOIN ARGENTUM.  
 LEARN MORE AT [ARGENTUM.ORG](http://ARGENTUM.ORG)

# ARGENTUM MEMBERSHIP

BENEFITS	GOLD	SILVER	BRONZE
EXECUTIVE ADVISORY BOARD	✓		
GOLD MEMBER RECEPTION	✓		
EXECUTIVE ROUNDTABLES (OWNER/OPERATOR ONLY)	✓		
PREMIUM RECOGNITION	✓	✓	
SENIOR LIVING SYMPOSIA COMP. REGISTRATION (O/O ONLY)	✓	✓	
ASSISTED LIVING EXECUTIVE DIRECTOR CERTIFICATION	✓	✓	✓
PUBLIC POLICY INSTITUTE AND FLY-IN	✓	✓	✓
SENIOR LIVING EXECUTIVE CONFERENCE	✓	✓	✓
SENIOR LIVING SYMPOSIA (O/O ONLY)	✓	✓	✓
ARGENTUM QUARTERLY	✓	✓	✓
REGIONAL LUNCHEONS (O/O ONLY)	✓	✓	✓
ADDITIONAL BENEFITS	✓	✓	✓

## BENEFIT DETAILS

### EXECUTIVE ADVISORY BOARD (EAB)

CEO is invited to serve alongside peers on the Executive Advisory Board.

### GOLD MEMBER RECEPTION

Attendees of the Senior Living Executive Conference are invited to an exclusive networking reception.

### PREMIUM RECOGNITION

Support of your national trade association makes a difference and is recognized yearly via company recognition on [argentum.org](http://argentum.org), in Senior Living Executive magazine, and at the Senior Living Executive Conference and Expo.

### PUBLIC POLICY INSTITUTE AND FLY-IN

Company employees are invited to participate in advocacy grassroots training and meetings with Congress.

### SENIOR LIVING EXECUTIVE CONFERENCE

Discounted exhibit booth and All-Access Pass registrations to attend the annual conference.

### ARGENTUM QUARTERLY

Access to Executive Member Reports, Workforce Reports, and bi-annual Federal and State Public Policy Reports.

### ADDITIONAL BENEFITS

- Discounted job postings on the Senior Living Career Center
- Access to CEO Briefings
- Access to member-only awards programs including Best of the Best, Hero, and Community Leader
- Company recognition on [argentum.org](http://argentum.org)
- Promotional rights to Argentum member logo

“ The experience with Argentum has been invaluable.”  
 - Michael Levine, Vice President of Sales and  
 Marketing for Chelsea Senior Living

# ARGENTUM BOARD OF DIRECTORS

## 2017 DIRECTORS

### Chairman

#### **LOREN SHOOK**

Silverado  
Chairman & CEO

### Vice Chairman

#### **TIMOTHY BUCHANAN**

Legend Senior Living  
President

### Vice Chairman

#### **PAT MULLOY**

Elmcroft Senior Living  
Chairman/CEO

### Secretary

#### **RANDY RICHARDSON**

Vi  
President

### Treasurer

#### **BRUCE MACKEY JR**

Five Star Senior Living  
CEO

### Immediate Past Chairman

#### **BRENDA BACON**

Brandywine Living  
President & CEO

#### **JACK CALLISON**

Enlivant  
CEO

#### **JOHN A. DELUCA**

Senior Lifestyle Corp  
President & CEO

#### **THOMAS J. DEROSA**

Welltower  
CEO

#### **LABEED DIAB**

Brookdale  
COO

#### **TOM GRAPE**

Benchmark Senior Living  
Chairman/CEO

#### **STEPHANIE HANDELSON**

Benchmark Senior Living  
President & COO

#### **JUDD HARPER**

The Arbor Company  
President

#### **DAN HIRSCHFELD**

Genesis Rehabilitation Services  
President

#### **KAI HSIAO**

HCP  
EVP, Senior Housing Asset Mgmt

#### **JUSTIN HUTCHENS**

HCP  
CIO & EVP

#### **ED KENNY**

Life Care Services  
Chairman & CEO

#### **BRAD KLITSCH**

Direct Supply  
SVP of Market Development

#### **SALLY MICHAEL**

California Assisted Living Assn  
President

#### **JOHN MOORE**

Atria Senior Living  
Chairman & CEO

#### **TODD NOVACZYK**

New Perspective Senior Living  
President & CEO

#### **BILL PETTIT JR**

R.D. Merrill Company  
President

#### **ROBERT PROBST**

Ventas  
EVP & CFO

#### **ANDY SMITH**

Brookdale  
CEO

#### **TIFFANY TOMASSO**

Kensington Senior Living  
Founding Partner

#### **COLLETTE VALENTINE**

Integral Senior Living  
CEO & COO

#### **PATRICIA WILL**

Belmont Village Senior Living  
Co-Founder & President

#### **CHRIS WINKLE**

Sunrise Senior Living  
President & CEO

#### **JAMES BALDA**

Argentum  
President & CEO



# 2017 MARKETING PLANNER

[www.argentum.org/marketingplanner](http://www.argentum.org/marketingplanner)

## Print and Digital Advertising Opportunities

### **Scott Narug**

Director of Sales

312.673.5974

[snarug@argentum.org](mailto:snarug@argentum.org)



# SENIOR LIVING EXECUTIVE MAGAZINE

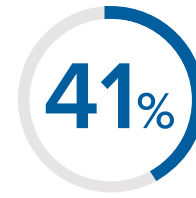


89% of readers consider Senior Living Executive "a must read" publication

20,000



20,000 Senior Living Executive print subscribers



41% of readers are decision makers for their organizations

## 2017 ARGENTUM SENIOR LIVING EXECUTIVE EDITORIAL CALENDAR\*

### JANUARY/FEBRUARY: THE CULTURE ISSUE

An overview of successful community programs (i.e. resident, staff, and community outreach) and challenges met, as well as insight from executive directors for future community leaders. Highlight: Senior Living Executive Conference Program & Expo Preview supplement.

Space deadline: December 22

Materials deadline: January 25

Mailing window: February 24 - March 10

### MARCH/APRIL: THE LEADERSHIP ISSUE

A look at professional development plans and training opportunities with a focus on credentialing. The 2017 Senior Living Leaders Under 40 List will highlight emerging leaders in the industry. Issue will highlight the 2017 Hero, Best of the Best, and Community Leadership Award winners. Additional Distribution: Argentum Senior Living Executive Conference.

Space deadline: February 21

Materials deadline: March 27

Mailing window: April 24 - May 8

### MAY/JUNE: THE RESIDENT ISSUE

A focus on the "heart of senior living" including today's resident lifestyle, family engagement, and the science of aging. Senior Living Executive Conference recap and takeaways.

Space deadline: April 21

Materials deadline: May 30

Mailing window: June 24 - July 8

### JULY/AUGUST: THE WORKFORCE ISSUE

A review of industry turnover and retention metrics and a look at successful staff engagement and recognition programs. The 2017 Best Places to Work in Senior Living list will highlight top companies for the industry workforce.

Space deadline: June 21

Materials deadline: July 25

Mailing window: August 24 - September 7

### SEPTEMBER/OCTOBER: THE FINANCE ISSUE

A look at how consumers are paying for senior living and long term care, as well as information on and instruments to combat financial abuse and scams targeting seniors. The Largest Providers List will highlight the biggest players in the senior living industry. **Additional Distribution:** NIC Fall Conference.

Space deadline: August 24

Materials deadline: September 28

Mailing window: October 27 - November 10

### NOVEMBER/DECEMBER: THE INNOVATION ISSUE

A feature of emerging ideas and innovations in arts programming, technology, and memory care, as well as a highlight on the 2017 Senior Living by Design Award winners.

Space deadline: October 20

Materials deadline: November 21

Mailing window: December 24 - January 7, 2018

## 2017 ARGENTUM QUARTERLY\*

These executive member reports feature research and best practices within senior living as well as additional thought-leader content relevant to the subject matter for each issue. Below are the four themes for the quarterlies with publishing dates TBD by January, 2017.

- Consumer Choice
- Memory Care
- Operational Excellence
- Workforce Development

# 2017 ARGENTUM

## Senior Living Executive Advertising and Sponsorship Rates

### SENIOR LIVING EXECUTIVE - PRINT MAGAZINE

	SIZE Width x Height (Inches)	RATE (1 Insertion)	RATE/ INSERTION (3 Insertions)	RATE/ INSERTION (6 Insertions)
1/2 Page Horizontal	7 x 4 7/8	\$3,820	\$3,625	\$3,430
1/2 Page Island	4 5/8 x 7 7/16	\$4,160	\$3,965	\$3,770
Full Page	7 x 10	\$5,795	\$5,480	\$5,205
Cover 3		\$6,740	\$6,415	\$6,060
Cover 2		\$6,985	\$6,690	\$6,335
Cover 4		\$7,290	\$6,930	\$6,550
Spread		\$10,100	\$9,605	\$9,115

**PRINT AD SIZE:** Trim Size is 8 3/8 x 10 7/8 inches. If your ad bleeds, you must add 1/8" to all sides.

### SENIOR LIVING EXECUTIVE - DIGITAL MAGAZINE

	RATE/ISSUE
Interior Blow-in Card	\$750
Audio or Video Clip	\$550 audio/ \$850 video
Cover Blow-in Card	\$1,100
Cover Bellyband	\$1,200
Issue Leaderboard on argentum.org/sle	\$1,500

### SENIOR LIVING EXECUTIVE - SPONSORED EDITORIAL CONTENT

#### CORPORATE PROFILE

Full-page corporate profiles 600 words and two photos.  
Rate: \$10,000

#### CASE STUDY/RESEARCH/WHITE PAPER

Multi-page research.  
Rate: \$10,000

# 2,264



Unique visitors per edition of  
*Senior Living Executive* digital



of Argentum's Industry Partner members cite  
inclusion in the magazine as one of the most  
beneficial Argentum services

# 2017 ARGENTUM

## Digital Advertising and Sponsorship Rates

**19,000**  
e-newsletter  
subscribers

**450,000**  
website  
visitors/year

### ARGENTUM E-NEWSLETTER

	SIZE Width x Height (Pixels)	RATE (Per Insertion)
Button #1 (top placement)	125 x 125	\$700
Button #2	125 x 125	\$590
Button #3	125 x 125	\$480
Button #4 (bottom placement)	125 x 125	\$365
Bottom Banner	600 x 90	\$1,500
Middle Banner	600 x 90	\$1,800
Sponsored Content	N/A	\$2,000
Top Banner	600 x 90	\$1,900
Quick Poll	N/A	\$5,000

### ARGENTUM.ORG

	SIZE Width x Height (Pixels)	RATE (Per Insertion)
Targeted Webpage Skyscraper	160 x 600	Please inquire
Home Page Button	284 x 142 (2x rotating)	\$1,700
Home Page Banner	647 x 100 (2x rotating)	\$2,020



# 2017

## MARKETING PLANNER

[www.argentum.org/marketingplanner](http://www.argentum.org/marketingplanner)

### Senior Living Executive Conference & Expo Promotional Opportunities

**CONNECT WITH 2,500 SENIOR LIVING EXECUTIVES** for three days of executive education, professional networking, and problem solving. Return to the office with expanded knowledge, polished skills, new connections, and a fresh perspective on how to advance your organization.

[www.argentum.org/conference](http://www.argentum.org/conference)

Music City Center

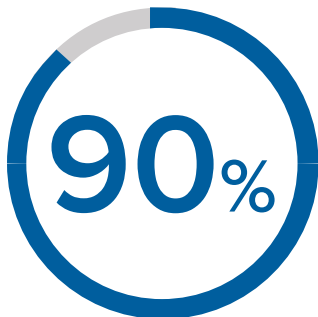
Nashville, TN

May 1-3, 2017

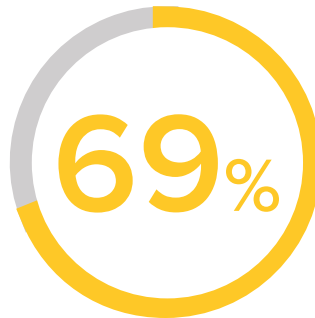
“ Argentum is the best U.S. conference we attend. There is no other way to connect with as many qualified decision makers face to face.”  
- Clayton MacKay, CEO, Java Group Programs

# SENIOR LIVING EXECUTIVE CONFERENCE

## EXPO FLOOR ATTENDEES

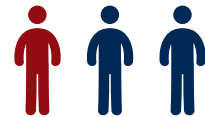


90% have an influence in company purchasing decisions



69% met suppliers they would not have otherwise met

1 in 3



1 out of 3 attendees consider purchases they weren't considering prior to the expo



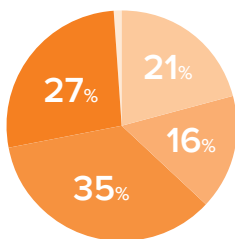
**OWNER/ OPERATOR ATTENDEES** anticipate spending \$3.6 million+ with exhibitors in the 12 months following the conference.

## TYPES OF SERVICES PROVIDED BY ATTENDEES COMMUNITIES



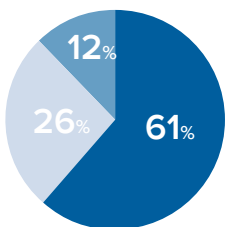
## CORPORATE POSITION

- Management 35%
- SVP/VP 27%
- C-Suite 21%
- Executive Director 16%
- Other 1%



## EXECUTIVE MIX

- Corporate 61%
- Community 26%
- Regional 12%

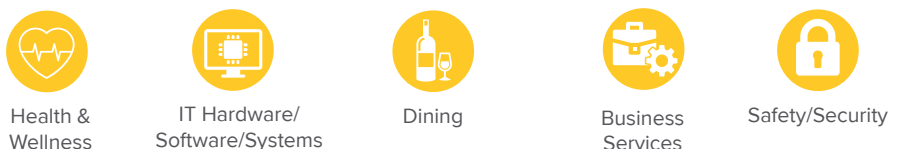


**11,400** senior living communities represented by attendees

## TOP FIVE ATTENDEE OBJECTIVES



## PURCHASING CATEGORIES OF GREATEST INTEREST



# SENIOR LIVING EXECUTIVE CONFERENCE

## EXHIBIT OPPORTUNITIES

Demonstrate product features and benefits while building relationships with decision makers. There are several opportunities to participate in the Expo.

### EXPO HALL HOURS

Tuesday, May 2, 2017: 11:30am - 1:30pm, 4:00pm - 5:30pm

Wednesday, May 3, 2017: 10:00am - 1:00pm



View the Expo Floor Plan at [www.argentum.org/expofloor](http://www.argentum.org/expofloor)

## EXHIBIT OPPORTUNITIES



**EXHIBIT SPACE RATE:** \$47.00/sq.ft.

**ARGENTUM MEMBER EXHIBIT RATE:** \$29.50/sq.ft. for 100 sq.ft. . \$27.75/sq.ft. for 200 sq.ft and higher

### VALUE-ADDS INCLUDED IN EXHIBIT SPACE PURCHASES

- « Unlimited VIP Passes for your customers and prospects – NEW!
- « One All Access pass and two Expo Only passes
- « Company listing on the searchable online floor plan and scheduler - NEW in the printed program, and on the mobile app
- « One pre- and one post-show attendee mailing list
- « Promotion in pre-show communications and onsite materials



### NEW! START-UP PAVILION: \$1,500/TABLE

Are you a new company with a solution for senior living? The Start-Up Pavilion will feature innovative start-ups and is always a buzz with attendees seeking a competitive advantage or more efficient solution. Qualified companies can exhibit in this pavilion for a reduced fee. As a special floor destination, pavilions receive additional promotion leading up to the Expo.

- « 6' draped table, 2 chairs
- « 500W outlet
- « 1 Expo Only Pass



### NEW! DIGITAL HEALTH TECHNOLOGY PAVILION: \$3,000/KIOSK

The Digital Health Technology Pavilion will showcase health technology products such as EHRs, telehealth systems, mobile health applications and devices, telemedicine developments, chronic care management, genetic science, wellness and fitness devices and more. As a special floor destination, pavilions receive additional promotion leading up to the Expo.

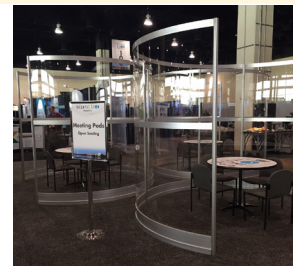
- « Kiosk with company graphics
- « 500W outlet
- « 1 Expo Only Pass



### NEW! MEETING SPOT IN THE EXPO: \$5,000

Casual semi-private area in the Expo to conveniently meet with customers.

- « Includes café table and 3 chairs
- « 500W outlet
- « Branded table cling and wall cling
- « 1 All Access Pass



### MEETING ROOM NEAR EXPO: \$5,000 (throughout conference)

- « Standard meeting room set
- « Opportunity to upgrade room set for hospitality and/or meeting presentations (at additional expense)
- « 1 All Access Pass

# SENIOR LIVING EXECUTIVE CONFERENCE

## CONFERENCE ADVERTISING OPPORTUNITIES



**SENIOR LIVING EXECUTIVE CONFERENCE & EXPO PREVIEW** Call for rates and details on this supplement distributed via polybag to 20,000 *Senior Living Executive* magazine subscribers. Deadline: January 25, 2017.



### CONFERENCE PROGRAM GUIDE

- « Half Page Ad \$2,600
- « Full Page Ad \$3,200
- « Inside Front or Back Cover Ad \$3,750



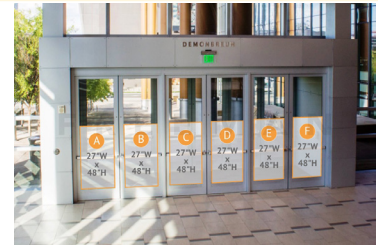
### OUTDOOR WINDOW GRAPHIC CLING: \$15,000

Make A big splash with a large outdoor graphic covering 450 square feet as attendees enter the convention center from the Omni hotel.



### CONVENTION CENTER DOOR GRAPHIC CLING: \$15,000

Opportunity to have your message seen on five convention center entrance doors as attendees go to and from their hotels.



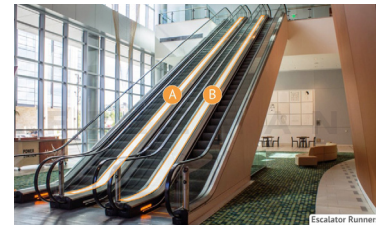
### 6' H X 10' W BANNER IN GENERAL SESSION FOYER (4 AVAILABLE) \$10,000 EACH

Banner/company message will be seen each day as attendees come and leave from the general session as well as the Hero Awards Gala.



### ESCALATOR GRAPHIC (3 AVAILABLE @ \$10,000/EACH, OR EXCLUSIVE OF ALL 3 FOR \$25,000)

Display your message on three graphic runners measuring 10" wide x 60' long. As attendees go up and down the escalator between floors. Opportunities are for escalators to the educational sessions, between the educational sessions and Expo and between the Expo and General Session.



### FLOOR DECAL BRANDING CAMPAIGN: \$25,000

Opportunity includes 10 decals of approximately 4' x 4' size. Your company has the opportunity to design the decals with the shape and message of your choice. Decals will be spread throughout high traffic foyer areas.



### MAP YOUR SHOW ONLINE FLOOR PLANNER

This new search-based itinerary planning tool is where attendees will plan and map their entire conference.

- « Company Listing Upgrades (call for specific details of each):
- « Silver Package: increase company detail and search appearances (\$250)
- « Gold Package: elevate results as a "Featured" exhibitor (\$595)
- « Show Highlights Package: provides 10x more search results on average and positions you as a market leader (\$995)
- « Product Category sponsor: Own your product category and drive traffic to your exhibit (\$1,495)
- « Expo Hall Banner (exclusive): Be the only ad on the online hall map (\$2,950)
- « Directory Search Home Page sponsor: Prime ad on the search home page (\$3,500)

Contact: TJ Sherman, [tsherman@mapyourshow.com](mailto:tsherman@mapyourshow.com), 513-527-8961



### SOCIAL MEDIA POSTS

We will place your 'sponsor' message or conference announcement within the Argentum social media posting schedules on Twitter, Facebook, and LinkedIn. Limited sponsor opportunities the 6 weeks leading up to the event.

All advertising must be contracted for by March 20, 2017. Final, production/print-ready files are required for each opportunity.

# SENIOR LIVING EXECUTIVE CONFERENCE

## SPONSORSHIP OPPORTUNITIES

**PREMIER SPONSOR** Premier Sponsors receive the ultimate package of branding benefits and VIP treatment.

### COMPANY RECOGNITION

Your logo will be integrated into all significant signage promoting the conference including the program preview, on-site conference agenda, website, & mobile app.

### EXHIBIT SPACE

Complimentary 10'x 10' exhibit space at the Expo.

### PRINTED PROGRAM AD

Full-page 4C ad in on-site printed program.

### CONCIERGE SERVICE

An Argentum meeting planner will help your team amplify your conference experience. Whether a reception, team dinner, conduct a private company meeting or entertain clients at an off-site event, your meeting planner will manage the details while your executives enjoy their event.

### PRIVATE MEETING SPACE

Exclusive use of a meeting room at the convention center throughout the conference. An Argentum meeting planner will work with your representative to coordinate your company orders for catering, audio-visual, and furniture rental.

### VIP EXPERIENCES

Reserved seating for your company representatives at all general sessions. Executive car service to and from airport. Complimentary hotel suite upgrade for one person. Invitation to keynote speaker meet and greets. Access to the CEO Lounge.

**Non-member rate: \$62,500 / Member rate: \$50,000**

Industry partners contact Scott Narug, [snarug@argentum.org](mailto:snarug@argentum.org).

Owner/Operators contact Brad Williams, [bwilliams@argentum.org](mailto:bwilliams@argentum.org)

## STANDARD SPONSORSHIP BENEFITS

	\$32,000 AND ABOVE	\$25,000	\$15,000	\$10,000
Housing/Registration Conceirge	X			
Car service to and from Nashville International Airport for two company executives	X			
(1) Fast and Furious session in Expo	X			
Full-page ad in the conference program	X	X		
Half-page ad in the conference program			X	
All-Access Conference pass	2	1	1	
Logo on sponsor recognition signage, program, mobile app	X	X	X	X
Logo with hyperlink to your company website on Argentum conference webpage(s).	X	X	X	X
Counter-top sign for booth indicating sponsorship and support	X	X	X	X
Sponsor recognition ribbons for your team	X	X	X	X

“If you want to be successful in the Assisted Living market, this show is the show to do.” - Jack Armstrong, National Sales Manager, Electric Mirror

# SENIOR LIVING EXECUTIVE CONFERENCE

## \$32,000 SPONSORSHIP BENEFITS



### ARGENTUM HERO AWARDS - PRESENTING SPONSOR

Put your name on the feel-good marquee awards event of the year

- « Speaking opportunity for your company representative (remarks prepared by Argentum)
- « VIP seating for your company attendees and registered customers/prospects
- « Onstage recognition during Argentum President's Welcome Remarks
- « Logo displayed on screen and on event signage



### OPENING GENERAL SESSION

Kick-off the conference and kick-off your branding at this premier event

- « Onstage recognition during Argentum President's Welcome Remarks
- « Introduce featured keynote speaker (remarks prepared by Argentum)
- « VIP seating for your company attendees and registered customers/prospects
- « Logo displayed on general session stage and signage

**OPTIONAL BREAKFAST ADD-ON: \$7,500**



### GOLD MEMBER RECEPTION

This reception brings together attendees of the top member companies of Argentum, providing you unique exposure and branding to the industry's decision makers and influencers. Sponsorship only available to Argentum Gold Member companies.

- « Opportunity to greet attendees as they arrive
- « Logo displayed on napkins, table tents, and event signage



### CEO DINNER (SPONSORSHIP AVAILABLE TO GOLD MEMBERS ONLY)

This is the best opportunity to showcase your company and its message to the CEOs of Argentum's gold members. Sponsorship only available to Argentum Gold Member companies

- « Communicate your support of Argentum's Executive Advisory Board (Gold member CEOs)
- « Logo displayed on napkins, table tents, and event signage



### CONFERENCE WI-FI

This sponsorship provides attendees the opportunity to access wi-fi throughout the convention center

- « Logo and company message on the wi-fi splash page with a hyperlink to company website



### MOBILE APP

The mobile app has become the preferred guide for conference activities and events, as well as the search tool for the expo floor

- « Sponsor recognition and logo/message on the opening splash page
- « Banner ads on select screens within the app

## \$25,000 SPONSORSHIP OPTIONS



### ATTENDEE BAG

These walking billboards are always eye-catching and have great shelf-life as attendees take them back to the office

- « Logo and tagline on co-branded attendee bags distributed at registration



### GENERAL SESSION DAY TWO (OPTIONAL BREAKFAST ADD-ON: \$7,500)

Increase brand awareness and message by putting your brand on the day's top session.

- « Introduce the featured keynote speaker (remarks prepared by Argentum)
- « VIP seating for your company attendees and registered customers/prospects
- « Sponsor recognition during Argentum President's Welcome Remarks
- « Logo displayed on screen and on event signage



### LANYARDS

Hang your brand around attendees' necks with this favorite conference giveaways.

- « Your logo co-branded with Argentum on official conference lanyards distributed at registration

# SENIOR LIVING EXECUTIVE CONFERENCE

## \$25,000 SPONSORSHIP OPTIONS (CONTINUED)



### CEO LOUNGE

This lounge serves as a meeting and resting space for CEOs of Argentum members.

- « Opportunity to brand this space with your message and provide a special touch to this lounge
- « Your logo will be incorporated into the look and promotion of this lounge



### BOARD OF DIRECTORS / ROUNDTABLE MEMBER LUNCH

This is a rare opportunity to break bread with the industry's top executives

- « 4 representatives from your company can join the lunch
- « Opportunity to provide a gift or literature packet to attendees of the lunch



### EXECUTIVE DIRECTOR LEADERSHIP INSTITUTE (EDLI)

This event provides you access and connections to 100+ executive directors advancing their knowledge and careers

- « Speaking opportunity during opening session (up to 3 minutes of remarks)
- « Logo displayed on screen and event signage
- « Sponsor recognition (and logo if space permits) in attendee confirmation email and on website
- « Chair drop with company literature or attendee amenity
- « List of attendees participating in program (includes email addresses)



### CAFÉ/LOUNGE- NEW!

Take care of your customers and prospects needs, food and a place to sit. Open during expo hours, it includes specialty coffee, live music (local entertainment), and a massage chair for attendees pleasure.

- « Be the café host, greet attendees, and meet with individuals
- « Hot topic facilitated by sponsor – host a table discussion, we promote topics
- « Logo incorporated into design of the area and on promotional signage



### MASTERS SERIES EDUCATIONAL TRACK- NEW!

Put your name on the high-level track of educational sessions targeting industry veterans and decision makers.

- « Opportunity to place gift/amenity or relative thought leadership piece on chairs in first session in track
- « Opportunity for company representative to introduce the speaker of each session within the track
- « Logo in session room, title PowerPoint slide, on signage, and pre-event marketing of the educational track
- « List of attendees participating in track sessions (includes email addresses)
- « Logo and link to sponsored content in dedicated Thank you email to participants of track.



### RELAX AND CHARGE STATIONS

Get your brand in front of attendees as they take a moment to unwind or repower their electronic devices.

- « 3 stations located throughout the exhibit hall with lounges, 1 outside general session room, and 2 outside educational breakout session rooms
- « Logo incorporated into design of the area and on promotional signage



### CONFERENCE AND ATTENDEE REGISTRATION

It's the one place every attendee visits before the show so brand it with your logo and message

- « Banner on conference website
- « Sponsor recognition with logo and tagline on registration web pages and confirmation emails to each attendee
- « Sponsor recognition and logo at the registration counters on site
- « Opportunity to have promotional literature on registration counters on site

## \$15,000 SPONSORSHIP OPTIONS



### CONFERENCE EDUCATIONAL TRACKS

Targeted subject matter to position your product and services in front of the appropriate attendees. Conference tracks TBD by January 2017.

- « Opportunity to place gift/amenity or relative thought leadership piece on chairs in first session in track
- « Opportunity for company representative to introduce the speaker of each session within the track
- « Logo in session room, on signage, pre-event marketing of the educational track, and on PPT title slide for track
- « List of attendees participating in track sessions (includes email addresses)
- « Logo and link to sponsored content in dedicated Thank you email to participants of track.

# SENIOR LIVING EXECUTIVE CONFERENCE

## \$15,000 SPONSORSHIP OPTIONS (CONTINUED)



### **BREAKFAST (\$15,000 TUESDAY AND WEDNESDAY OR \$9,000/DAY)**

The networking breakfast is a benefit for all attendees and includes coffee/tea/juice and breakfast buffet

- « Logo on promotional signage at the event
- « Opportunity to place a 'pop-up' banner (or two) in the breakfast area
- « Opportunity to place literature racks housing your promotional literature in the breakfast area



### **EXPO HAPPY HOUR / BEERS ON BROADWAY**

Expand your exhibit presence by hosting this popular Expo event!

- « Position a drink bar by your exhibit space
- « Opportunity to place a 'pop-up' banner (or two) in a highly trafficked area of the event
- « Additional branding options as event details are finalized



### **HOTEL ROOM KEYS**

Get attendees attention upon their arrival and throughout the week.

- « Logo or artwork on attendee room keys in all host hotels

## \$10,000 SPONSORSHIP OPTIONS



### **CONFERENCE PROGRAM**

With details on sessions and exhibitors, this guide is heavily used all week and often carried home.

- « Back Cover ad and logo displayed prominently on front cover of the onsite printed Conference Program



### **EXPO LUNCH | TUESDAY AND WEDNESDAY (2 SPONSORSHIPS AVAILABLE)**

Welcome attendees to Nashville with lunch in the Expo on Tuesday and close it out on Wednesday

- « Logo displayed in conference program, on table tents and signage
- « Opportunity to place a 'pop-up' banner (or two) in the lunch area
- « Opportunity to place literature racks housing your promotional literature in the lunch area



### **COFFEE BREAKS (FOR ALL THREE DAYS)**

Brighten up the day while providing frequent networking opportunities for the industry

- « Opportunity to place a 'pop-up' banner (or two) in the coffee area
- « Opportunity to place literature racks housing your promotional literature in the coffee area

## \$3,500 SPONSORSHIP OPTIONS



### **SHOE SHINE STATION**

Branded shoe shining station within the convention center to allow attendees to get their shoes polished.



### **WATER STATION**

Branded water coolers throughout the convention center and Expo to help keep attendees hydrated.



### **CITY EXPERIENCES**

Argentum will promote activities to attendees and promote registration details provided by sponsor on conference website and pre conference materials. Event examples include a morning run, yoga, Country Music Hall of Fame tour, or Nashville city tour. All expenses related to the event are the responsibility of the sponsor and must take place during approved times.



### **INDUSTRY PARTNER FAST & FURIOUS | \$2,500 (SPONSORSHIP AVAILABLE TO EXHIBITING COMPANIES ONLY)**

2-minute time slots for a special program in the Expo Wednesday morning. Company gets 2 minutes to showcase their best idea/solution to a challenge. The winner will be promoted at the General Session.



### **CEO LOUNGE AMENITY BAG INSERTS**

Provide a unique gift to CEOs. All gifts/materials will be coordinated into one amenity bag given away in the CEO Lounge.

# 2017 MARKETING PLANNER

[www.argentum.org/marketingplanner](http://www.argentum.org/marketingplanner)

## Additional Event Sponsorship Opportunities

### **Scott Narug**

Director of Sales

312.673.5974

[snarug@argentum.org](mailto:snarug@argentum.org)

# ADDITIONAL EVENTS

## CHIEF EXECUTIVE SUMMIT

Ritz Carlton Half Moon Bay, San Diego, CA, November 8-9, 2017

The Argentum Chief Executive Summit convenes the leading executives in senior living, top thought leaders, and policymakers to advance industry initiatives in workforce development, quality improvement, operational excellence, memory care, and consumer choice. Participation in this event is by invitation-only and limited to the top executive from Gold member companies, to include 60 of the top owner/operator companies in senior living.

### \$20,000 SPONSORSHIP



#### ARGENTUM SILVER PAC TRUSTEE CIRCLE DINNER

Unique and special networking opportunity with top individual PAC contributors.

- « Reserved table for your one company representative to invite other attendees to join
- « Branded cocktail napkins
- « Opportunity to place attendee gift on chairs
- « One additional invitation for a company executive to attend Chief Executive Summit
- « Full page ad in Briefing Book
- « Logo on sponsor recognition page of Event Website and Briefing Book

### \$15,000 SPONSORSHIP OPTIONS



#### OPENING LUNCH & WELCOME SESSION

- « Reserved table for your company representative to invite other attendees to join
- « Logo recognition on event signage and displayed on screen during program
- « Half-page ad in Briefing Book
- « Logo on sponsor recognition page of Event Website and Briefing Book



#### KEYNOTE SESSION

- « Reserved table for your your one company representative to invite other attendees to join
- « Logo recognition on event signage and displayed on screen during program
- « Private meet & greet with speaker (if available)
- « Half page ad in Briefing Book
- « Logo on sponsor recognition page of Event Website and Briefing Book



#### OPENING NIGHT NETWORKING RECEPTION

- « Specialty drink of sponsor's choice
- « Logo recognition on event signage and cocktail napkins
- « Half-page ad in Briefing Book
- « Logo on sponsor recognition page of Event Website and Briefing Book



#### "NIGHT CAP" MEET & GREET

- « 1 hour of bar tab and desserts for attendees
- « Logo recognition on event signage and cocktail napkins
- « Half-page ad in Briefing Book
- « Logo on sponsor recognition page of Event Website and Briefing Book

# ADDITIONAL EVENTS

## CHIEF EXECUTIVE SUMMIT (CONTINUED)

### \$10,000 SPONSORSHIP OPTIONS



#### BRIEFING BOOK

- « Back cover placement of your full-page advertisement
- « Logo and sponsorship recognition on the front cover of the program
- « Inclusion of educational/research piece in the briefing book
- « Logo on sponsor recognition page of Event Website and Briefing Book



#### REGISTRATION NOTEBOOK AND PEN SPONSOR

- « Logo co-branded with Argentum on the notebook
- « Logo on pens
- « Opportunity to place a promotional insert in the notebook
- « Logo on sponsor recognition page of Event Website and Briefing Book



#### NETWORKING BREAKFAST

- « Reserved table for your your company representative to invite other attendees to join
- « Logo recognition on event signage
- « Opportunity to place attendee gift or educational/research piece on chairs
- « Logo on sponsor recognition page of Event Website and Briefing Book



#### NETWORKING EXPERIENCES

Opportunity to work with Argentum to create an unforgettable networking experience with an intimate group of Owner/Operators unique to San Diego during one afternoon. Additional benefits will be designed into the experience.

- « Logo on sponsor recognition page of Event Website and Briefing Book

### \$5,000 SPONSORSHIP OPTIONS



#### RISE & SHINE YOGA

- « Title sponsorship (e.g. "ACME Rise and Shine Yoga")
- « Promotion of event within schedule of events
- « Logo recognition on event signage and in the briefing book promoting event
- « Logo on sponsor recognition page of Event Website and Briefing Book



#### HOTEL KEY CARD SPONSOR

- « Logo and message on guestroom key cards.
- « Logo on sponsor recognition page of Event Website and Briefing Book



# ADDITIONAL EVENTS

## SENIOR LIVING SYMPOSIA

Argentum symposia are one-day owner/operator member-only events to expand information sharing, secure wider feedback, validate, and further direct work on Argentum imperatives. These events bring together the senior living experts within member companies to tackle challenges and advance solutions within the industry. Featuring expert speakers on the relevant subject matter, symposia are participative and very interactive, concluding with real solutions for immediate implementation.

- Operational Excellence Symposium
- Memory Care Symposium
- Consumer Choice Symposium
- Workforce Development Symposium

Dates TBD. Please refer to [argentum.org/events](http://argentum.org/events).

### \$25,000 SPONSORSHIP/ SYMPOSIA



- « Receive an elevated level of involvement in helping design the event schedule and programming. Logo a message will be integrated into promotions and event day experience.

## PUBLIC POLICY INSTITUTE AND FLY-IN

Washington, DC, September 12-13, 2017

This event offers sponsor a unique opportunity for exposure to a mix of Owner/Operator CEOs, COOs, and Public Policy experts in an intimate and interactive one-day gathering. The institute is on day one with Capitol Hill visits on day two. Limited to two sponsors.

### \$12,500 SPONSORSHIP



- « Sponsor recognition and logo on event website, in event promotions, on program cover, and on signage
- « Opportunity to place attendee giveaway or educational/promotional literature at attendee seats
- « Full page ad in event program
- « Opportunity to place one pop-up banner at the event

## LEADERSHIP RECEPTION

Argentum hosts two leadership receptions in conjunction with other industry gatherings throughout the year. All Argentum Executive Advisory Board representatives are invited, which includes the senior executives from all gold member companies. All sponsors receive equal promotion.

- Spring Leadership Reception, San Diego, CA, March 21
- Fall Leadership Reception, Chicago, IL, September 25

### \$5,000 SPONSORSHIP / RECEPTION



- « Sponsor recognition on invitations and reminders (invites sent 6 weeks+ in advance)
- « Logo and sponsor recognition on event signage and event promotions
- « One additional invitation to attend the reception



**LETTER OF AGREEMENT  
BETWEEN MINNESOTA HOMECARE ASSOCIATION  
AND  
MINNESOTA HEALTH & HOUSING ALLIANCE**

Minnesota HomeCare Association (MHCA) and Minnesota Health & Housing Alliance (MHHA) have agreed to establish a reciprocal arrangement between their two organizations in which each organization agrees to provide certain benefits at the member rate to the members of the other organization. This letter, approved by the MHCA and MHHA boards of directors, and signed by the chief executives of each organization, describes the nature of that agreement and is the guiding document for policy and procedures developed to implement reciprocal benefits.

**PURPOSE FOR ESTABLISHING A RECIPROCAL ARRANGEMENT**

- MHCA and MHHA each have members that provide home care services to older and chronically ill adults, in their own homes and in residential settings developed and defined under Minnesota law as Housing with Services. Some members belong exclusively to one or the other organization; some belong to both organizations. Some MHHA members, who are facilities where home health and home health care are provided, have home health agencies that are not specifically a member of either association.
- MHCA has expertise and knowledge of Home Health Care that can be of assistance to MHHA. MHHA has expertise and knowledge in Housing with Services that can be of assistance to MHCA.
- MHCA and MHHA have established a collegial working relationship to develop technical assistance, some policy development, educational products and events for their members. To date these include cooperative development of:
  - Annual Home Care Conference (2002, 2003)
  - Curriculum for a professional certificate program for Nurse Managers in Housing with Services
  - Development of best practices and guidelines for home care services through MHCA's Assisted Living Council and MHHA's Home and Community Based Services Committee
  - Development of a Home Care 101 Education Session to be presented twice in 2003, and scheduled for future presentations
- There is an existing pattern of MHCA and MHHA staff and members attending the educational sessions of both associations. Both organizations recognize that a reciprocal relationship will bring value added to their membership.

**STRUCTURE OF A RECIPROCAL ARRANGEMENT**

- MHHA and MHCA agree that members of both organizations will be offered member rates for all products, events and services of both organizations.<sup>1</sup>
- Each organization will continue to develop its own rate schedule for products, events and services it produces and will jointly develop rate schedules for collaborative projects.

---

<sup>1</sup> At time of signing, MHHA's access to MHCA's web-based training is not included in the reciprocal arrangement.

- Members of each organization may borrow from the other organization any resources typically used by members of that organization (Example: Video tapes library).
- MHCA and MHHA will use the current model, described below, of net registration revenue sharing for programs that are planned and presented cooperatively, such as the Home Care Conference. Each association will receive net revenue in proportion to the number of its own members in attendance, not counting overlapping members or non-members. The organizations will split evenly the net revenue from registrations of overlapping members and non-members, unless there has been a prior written agreement between the two organizations spelling out the reasons for and agreement on unequal proportions.

#### IMPLEMENTING A RECIPROCAL ARRANGEMENT

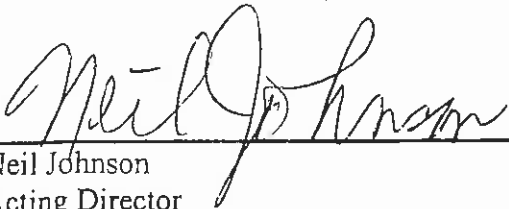
- All public information about the announcement will be co-developed by both organizations and a time-line agreed upon, using a consistent message.
- Both organizations agree that the reciprocal arrangement may be represented in each other's marketing and promotional materials within the guidelines developed cooperatively.
- Regular reporting periods will be established for the review of reciprocal use and revenues, and meeting dates set in advance, a standing agenda developed, and staff from each organization designated for reconciling information.
- At least one time a year, this letter will be reviewed and revised as needed by a designated representative from each of the associations.
- In the case of disagreement, or grievance caused by one organization to another, the CEO of each organization will work to resolve the difference. If they are unable to do so, they will together seek and agree upon a third party to mediate the disagreement. Both parties agree to abide by the decision of the mediator.

This agreement does not constitute an offer of membership in the other organization nor confer voting rights for members of one organization in the business of the other organization.

Signed:

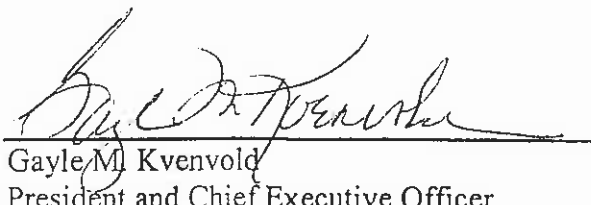
Date: 2/2/04

Date: 1/23/04



Neil Johnson  
Acting Director

**MINNESOTA HOMECARE  
ASSOCIATION**



Gayle M. Kvenvold  
President and Chief Executive Officer

**MINNESOTA HEALTH & HOUSING  
ALLIANCE**

## 2008 Imperative Structure and Work Processes

### Recommendations

#### Role and Function of the Steering Committee

- The Steering Committee will have overall responsibility for coordinating the advocacy agenda of the Imperative, including the formulation and finalization of 1) overarching strategy and core advocacy messages 2) refinement and finalization of joint agenda, 3) resolution/melding of board recommendations and 4) deployment of Imperative resources for research, public information, etc.
- In addition, the Steering Committee will oversee the implementation of other joint initiatives, including the Data Institute and new undertakings such as regional disaster planning.
- The Legislative Action Team will move to an "as needed" meeting schedule. During the 2008 Legislative Session, it is suggested that the Imperative host a joint Day at the Legislature for all participants of the associations' respective policy committees.
- Staff of the two associations will meet regularly between Steering Committee meetings to prepare for the meetings and move work forward. Conference calls involving the association and/or legislative chairs may be held between meetings in order to further work that needs immediate resolution.
- The Steering Committee's business year will begin in the fall, preferably November 1. If possible, any changes in the composition of the Steering Committee will happen at this time.

#### Structure/Process

- For the coming work year, each association will add one provider member to the Steering Committee. Past practice has dictated that the chair and immediate past chair be part of each association's delegation; other appointees are at the discretion of each association, but should always be individuals who carry decision-making authority from their respective board. It is recommended that each association's public policy committee chair will a member of the Steering Committee, though this is not required.
- Meetings will be scheduled a year in advance, likely on a monthly basis. It would be preferable if a fixed day/week of the month could be established for meetings.
- Agendas will be published well in advance of the meeting; agenda items for the next meeting will be discussed as part of each agenda's proceedings.

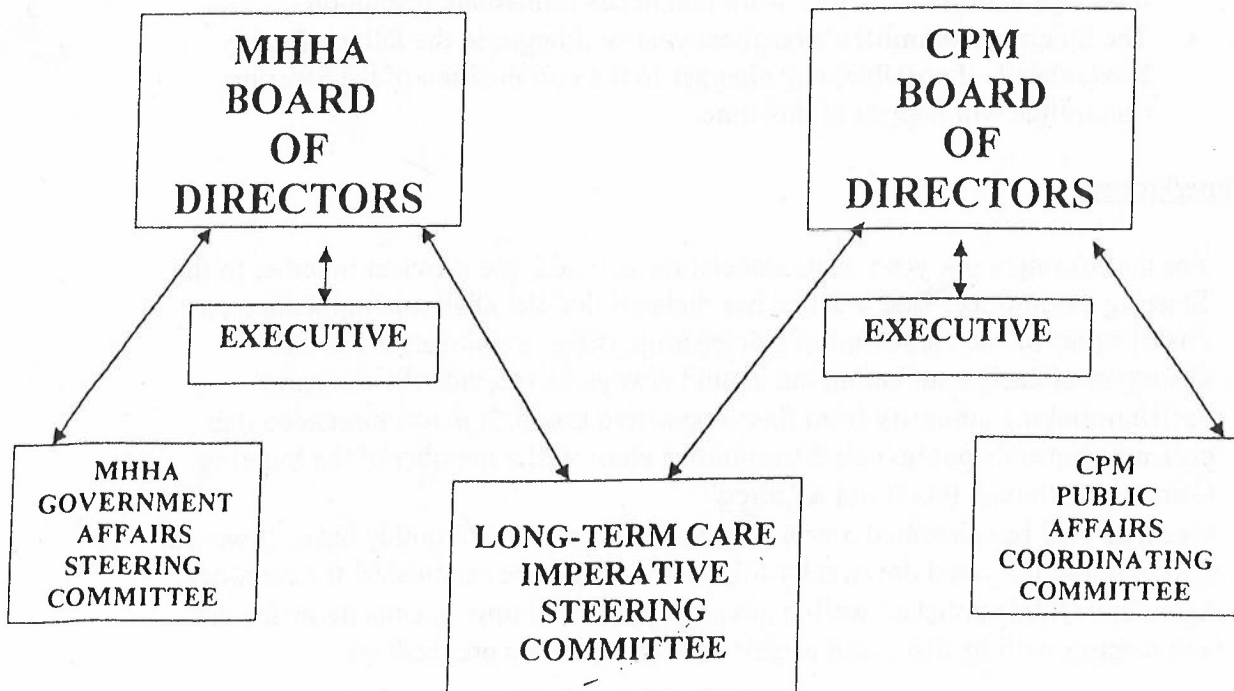
# Minnesota Health & Housing Alliance & Care Providers of Minnesota Collaboration

Proposal for Discussion

## Mechanisms for Collaboration

- “LTC Imperative Steering Committee” replaces the Core Team as the primary vehicle for decision making, coordination, and recommendation to the respective boards of the associations.
- Membership comprised of the following from each associations:
  - 2 Chairs
  - 2 CEOs
  - 3 other members from each association chosen by each association; these positions can be any one volunteer that either association chooses and is not restricted to any particular office/status in the association. However, it is assumed that these individuals will be in a position to speak with authority and knowledge on both LTC and association issues

2 VPs serve as primary staff to the steering committee; other staff may be invited to attend meetings on an as needed basis, but would not be considered a working member of the steering committee.



**THE LONG-TERM CARE IMPERATIVE STEERING COMMITTEE**  
**(January 2017)**

**LEADINGAGE MINNESOTA:**

**MARK R. ANDERSON**, *LeadingAge Minnesota Board Chair*

President and Chief Executive Officer  
Knut Nelson  
420 12th Avenue East  
Alexandria, MN 56308-2612  
Phone: (320) 763-1147  
mark.anderson@knutenelson.org

**JON LUNDBERG**, *LeadingAge Minnesota Immediate Past Chair*

Chief Operating Officer  
Ebenezer  
2722 Park Avenue  
Minneapolis, MN 55407-1009  
Phone: (612) 874-3460  
jlundbe3@fairview.org

**NANCY STRATMAN**, *LeadingAge Minnesota Chair-Elect*

Senior Services Director  
Cuyuna Regional Medical Center-Care Center  
320 East Main Street  
Crosby, MN 56441-1645  
Phone: (218) 546-2306  
nstratman@cuyunamed.org

**ERIN HILLIGAN**, *LeadingAge Minnesota Secretary Treasurer*

Corporate Director of Skilled Services  
Ebenezer  
2722 Park Avenue  
Minneapolis, MN 55407-1009  
Phone: (612) 874-3477  
ehillig1@fairview.org

**GAYLE M. KVENVOLD**

President and Chief Executive Officer  
LeadingAge Minnesota  
2550 University Ave. W., Suite 350S  
Saint Paul, MN 55114-1900  
Phone: (651) 603-3500  
gkvenvold@leadingagemn.org

**CARE PROVIDERS OF MINNESOTA:**

**CHRIS BOLDT**, *Care Providers of Minnesota Board Chair*

Vice President, LTC Operations  
Benedictine Health System  
1534 Roving Hills Drive  
Red Wing, MN 55066  
Phone: 1(651) 388-2234  
chris.boldt@bhshealth.org

**TOM POLLOCK**, *Care Providers of Minnesota Immediate Past Board Chair*

Administrator  
Park River Estates Care Center  
9899 Avocet Street NW  
Coon Rapids, MN 55433-6413  
Phone: (763) 210-7003  
tpollock@parkriverestates.com

**SHARON A. ST. MARY**, *Care Providers of Minnesota Board Vice Chair*

Executive Director for Metro Minnesota  
The Evangelical Lutheran Good Samaritan Society  
3815 West Broadway Avenue  
Robbinsdale, MN 55422  
Phone: (612) 599-4678  
sstmary@good-sam.com

**ARLAN SWANSON**

Administrator/CEO  
Maple Lawn Senior Care  
400 7th St NE  
Fulda, MN 56131-1122  
Phone: (507) 425-2571  
aswanson@maplelawn.org

**PATTI CULLEN**

President and Chief Executive Officer  
Care Providers of Minnesota  
7851 Metro Parkway, Suite 200  
Bloomington, Minnesota 55425  
Phone: (952) 854-2844  
pcullen@careproviders.org



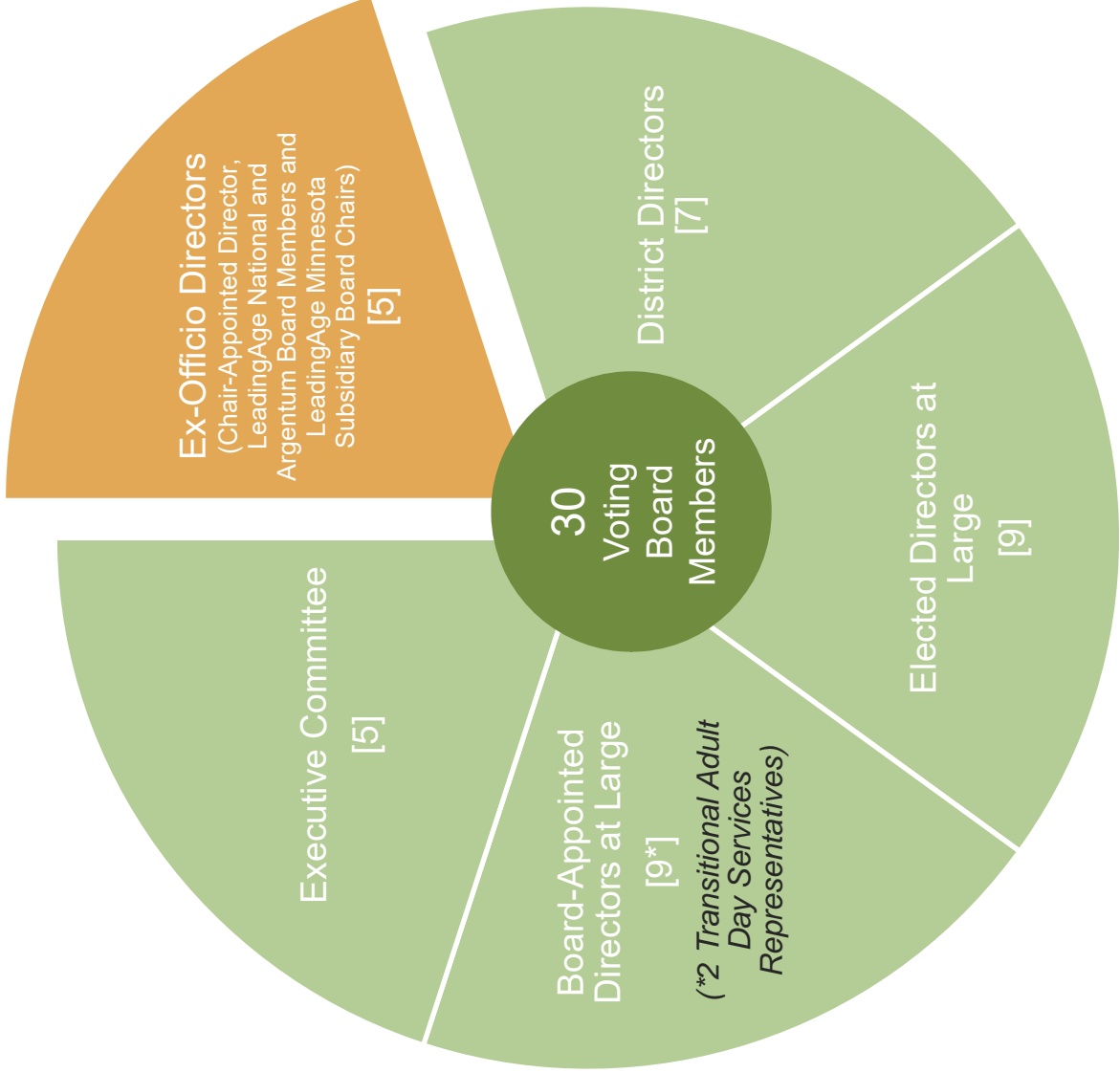
## **V. Governance Structure**

LeadingAge Minnesota Board of Directors  
Executive Committee  
Nominating Committee  
Finance and Audit Committee  
Joint Investment Committee  
Political Action Committee  
Public Policy Steering Committee  
2017 Committee Call for Participation





# LeadingAge Minnesota Board of Directors



**Invited Guests:**

- LeadingAge National Public Policy Congress Delegates from Minnesota
- LTC Imperative Steering Committee Members (if not on Board)
- Minnesota Association of Healthcare Volunteers (formerly known as HCAM) Liaison
- MN-DONA Liaison







**2017 LeadingAge Minnesota Board of Directors**  
(Board Terms)

OFFICERS:	DISTRICT DIRECTORS:	
<p><b>MARK R. ANDERSON, CHAIR</b> President and Chief Executive Officer Knut Nelson 420 12th Avenue East Alexandria, MN 56308-2612 (320) 763-1147 (D.D.) (320) 763-7548 (FAX) mark.anderson@knutenelson.org</p>	<p><b>19</b> — <b>NE</b></p>	<p><b>MICHELE HALVORSON - DISTRICT A</b> Administrator Thief River Care Center 2001 Eastwood Drive Thief River Falls, MN 56701 (218) 683-8101 (218) 683-8130 (FAX) mhalvorson@trcc.sfhs.org</p>
<p><b>JON LUNDBERG, IMMEDIATE PAST CHAIR</b> Chief Operating Officer Ebenezer 2722 Park Avenue Minneapolis, MN 55407-1009 (612) 874-3460 (D.D.) (612) 874-3465 (FAX) jlundbe3@fairview.org</p>	<p><b>17</b> — <b>20</b></p>	<p><b>CHERI HIGH – DISTRICT B</b> Administrator/CEO St. Michael's Health and Rehabilitation Center 1201 8th Street South Virginia, MN 55792 (218) 748-7801 (218) 735-3128 (FAX) cheri.high@bhshealth.org</p>
<p><b>NANCY STRATMAN, CHAIR-ELECT</b> Senior Services Director Cuyuna Regional Medical Center-Care Center 320 East Main Street Crosby, MN 56441-1645 (218) 546-2306 (D.D.) (218) 546-2383 (FAX) nancy.stratman@cuyunamed.org</p>	<p><b>18</b> — <b>NE</b></p>	<p><b>NATHAN D. JOHNSON – DISTRICT C</b> Chief Executive Officer PioneerCare 1131 Mabelle Ave S Fergus Falls, MN 56537-3518 (218) 739-7700 (218) 739-7707 (FAX) nathanj@pioneer-care.org</p>
<p><b>ERIN HILLIGAN, SECRETARY-TREASURER</b> Corporate Director of Skilled Services Ebenezer 2722 Park Avenue Minneapolis, MN 55407-1009 (612) 874-3477 (612) 874-3465 (FAX) ehillig1@fairview.org</p>	<p><b>19</b> — <b>22</b></p>	<p><b>CHRISTINE BAKKE - DISTRICT D</b> Administrator St. Benedict's Senior Community 1810 Minnesota Boulevard SE Saint Cloud, MN 56304-2436 (320) 203-2798 (D.D.) bakkec@centracare.com</p>
<p><b>GAYLE M. KVENVOLD, PRESIDENT &amp; CEO</b> LeadingAge Minnesota 2550 University Ave. W., Suite 350S Saint Paul, MN 55114-1900 (651) 603-3500 (651) 645-0002 (FAX) gkvenvold@leadingagemn.org</p>	<p><b>17</b> — <b>20</b></p>	<p><b>PAMELA ADAM - DISTRICT E</b> Executive Director Rice Care Center 1801 SW Willmar Avenue Willmar, MN 56201-2898 (320) 214-2700 (320) 214-2765 (FAX) pamela.adam@rice.willmar.mn.us</p>

<b>DISTRICT DIRECTORS (Cont'd):</b>			
<b>18</b> — <b>NE</b>	<b>CHERYL GUSTASON - DISTRICT F</b> Administrator Field Crest Care Center & Assisted Living 318 Second Street NE Hayfield, MN 55940-8857 (507) 477-3266 Ext. 115 (507) 477-3268 (FAX) cherylg@fieldcrestcare.com	<b>19</b> — <b>NE</b>	<b>MELISSA K. KIRCHHOFF - DISTRICT G</b> Campus Administrator McKenna Crossing 13810 Shepherds Path Prior Lake, MN 55379-2455 (952) 230-3300 (952) 230-3301 (FAX) mkirchhoff@preshomes.org
<b>ELECTED DIRECTORS-AT-LARGE:</b>			
<b>17</b> — <b>NE</b>	<b>CRAIG ABBOTT</b> Chief Executive Officer Health Dimensions Group 4400 Baker Road - Suite 100 Minneapolis, MN 55343 (763) 225-8617 (763) 537-9200 (FAX) craiga@hdgi1.com	<b>17</b> — <b>20</b>	<b>PAUL LIBBON</b> Regional Director Ecumen 4002 London Road Duluth, MN 55804 (218) 525-1951 (218) 625-7808 (FAX) paullibbon@ecumen.org
<b>19</b> — <b>22</b>	<b>JIM BETTENDORF</b> CEO Vista Prairie Communities 7900 Excelsior Blvd. - Suite 250 Hopkins, MN 55343-3445 (952) 837-0542 (952) 837-0545 (FAX) jimbettendorf@vistaprairie.org	<b>18</b> — <b>21</b>	<b>MICHAEL STORDAHL</b> Administrator Clara City Care Center 1012 Division Street North - P.O. Box 797 Clara City, MN 56222-0797 (320) 847-2221 (320) 847-3553 (FAX) mstordahl@claracitycarecenter.org
<b>18</b> — <b>21</b>	<b>ANGELA BROWN</b> Vice President of Human Resources Elim Care, Inc. 7485 Office Ridge Circle Eden Prairie, MN 55344-3690 (952) 259-4459 (952) 259-4499 (FAX) abrown@elimcare.org	<b>17</b> — <b>20</b> — <b>23</b>	<b>VACANT</b> (Post previously held by Linda Kappel)
<b>18</b> — <b>NE</b>	<b>DAN JOHNSON</b> President and Chief Executive Officer Catholic Eldercare, Inc. 817 Main Street NE Minneapolis, MN 55413-1931 (612) 362-2425 (612) 362-2421 (FAX) djohnson@catholiceldercare.org	<b>19</b> — <b>22</b>	<b>VACANT</b> (Post previously held by Kris Neff)
<b>19</b> — <b>NE</b>	<b>SHELLEY KENDRICK</b> COO/Senior Vice President of Operations Ecumen 3530 Lexington Avenue North Shoreview, MN 55126-8002 (651) 766-4337 (651) 766-4310 (FAX) shelleykendrick@ecumen.org		

<b>APPOINTED DIRECTORS-AT-LARGE:</b>			
<b>17</b> — <b>20</b>	<b>ROCKY CHAPIN</b> President/CEO Benedictine Health System 4000 Lexington Avenue North - Suite 201 Shoreview, MN 55126 (763) 689-6105 (D.D.) (763) 493-3935 (FAX) rocklon.chapin@bhshealth.org	<b>19</b> — <b>22</b>	<b>SCOTT R. RIDDLE</b> CEO and President Walker Methodist 3737 Bryant Avenue South Minneapolis, MN 55409-1019 (612) 827-8380 (612) 827-8458 (FAX) sriddle@walkermethodist.org
<b>18</b> — <b>NA</b>	<b>KRISTI KANE</b> Director Arrowhead Area Agency on Aging - ARDC 221 West First Street Duluth, MN 55802-1909 (218) 722-5545 (218) 529-7592 (FAX) kkane@ardc.org	<b>18</b> — <b>NA</b>	<b>GAIL SKOGLUND</b> Director of Adult Day Services Augustana Care 1015 Fourth Avenue North Minneapolis, MN 55405 (612) 843-4940 (612) 377-4373 (FAX) gaskoglu@augustanacare.org
<b>19</b> — <b>22</b>	<b>BARBARA KLICK</b> CEO Sholom 3620 Phillips Parkway Saint Louis Park, MN 55426-3700 (952) 939-1661 (952) 939-1662 (FAX) bklick@sholom.com	<b>19</b> — <b>22</b>	<b>JOEL THEISEN</b> President & CEO Lifesprk 4570 West 77th Street - Suite 350 Edina, MN 55435 (952) 345-8770 jtheisen@lifesprk.com
<b>19</b> — <b>22</b>	<b>DUANE LARSON</b> Regional Director of Operations Presbyterian Homes and Services 2845 Hamline Avenue North Roseville, MN 55113-7116 (651) 631-6100 (651) 631-6108 (FAX) dlarson@preshomes.org	<b>18</b> — <b>21</b>	<b>VACANT</b> (Post previously held by E. Hilligan)
<b>17</b> — <b>20</b>	<b>TRACI LARSON</b> Vice President of Employee Experience Presbyterian Homes and Services 2845 Hamline Avenue North Roseville, MN 55113-7116 (651) 631-6420 (D.D.) (651) 631-6108 (FAX) tlarson@preshomes.org		
<b>CHAIR-APPOINTED DIRECTOR (Non-Voting):</b>			
<b>18?</b>	<b>PENDING APPOINTMENT</b>		

**EX-OFFICIO/NON-VOTING DIRECTORS:**

**LEADINGAGE MN FOUNDATION BOARD CHAIR**

**BARB BLUMER**

Attorney  
Barb Blumer Law, P.A.  
4667 Parkridge Drive  
Eagan, MN 55123-2130  
(651) 454-7838  
(651) 454-8777 (FAX)  
barbblumer@comcast.net

**LEADINGAGE MN SOLUTIONS BOARD CHAIR**

**WAYNE OLSON**

Executive Vice President  
Volunteers Of America National Services  
7530 Market Place Drive  
Eden Prairie, MN 55344  
(952) 941-0305 (D.D.)  
(952) 941-0428 (FAX)  
wolson@voa.org

**ARGENTUM BOARD MEMBER**

**TODD NOVACZYK**

Chief Executive Officer  
New Perspective Senior Living  
Technology Park VI, Suite T  
7625 Golden Triangle Drive  
Eden Prairie, MN 55344-3731  
(952) 746-3630  
(952) 746-3635 (FAX)  
todd@npseniorliving.com

**LEADINGAGE BOARD CHAIR**

**KATHRYN ROBERTS**

President and Chief Executive Officer  
Ecumen  
3530 Lexington Avenue North  
Shoreview, MN 55126  
(651) 766-4313 (D.D.)  
(651) 766-4310 (FAX)  
kathrynroberts@ecumen.org

**INVITED GUESTS:**

**MINNESOTA ASSOCIATION OF HEALTH CARE VOLUNTEERS LIAISON**

**DIANE DAMEROW**

President, Minnesota Association of  
Healthcare Volunteers (formerly HCAM)  
Naeve Hospital Auxiliary  
905 Spicer Road  
Albert Lea, MN 56007  
(507) 373-1516  
ddamerow@charter.net

**MN-DONA LIAISON**

**JENNIFER PARKER**

Director Club Suites Transitional Therapy and  
Wellness  
Bethesda Health and Housing  
901 Willmar Avenue SE  
Willmar, MN 56201-4554  
(320) 235-3924  
(320) 231-3399 (FAX)  
jenny.parker@bethesdawillmar.com

**LEADINGAGE PUBLIC POLICY CONGRESS DELEGATES**

**BOB DAHL**

President and Chief Executive Officer  
Elim Care, Inc.  
7485 Office Ridge Circle  
Eden Prairie, MN 55344  
(952) 259-4456  
(952) 259-4499 (FAX)  
bdahl@elimcare.org

**DANIEL C. DIXON**

President and Chief Executive Officer  
Guardian Angels  
508 Freeport Avenue NW – Suite A  
Elk River, MN 55330  
(763) 241-4439 (D.D.)  
(763) 241-4443 (FAX)  
dandixon@ga-er.org

**JON RIEWER**

President and Chief Executive Officer  
Eventide Senior Living Communities  
2405 8th Street South, Suite A  
Moorhead, MN 56560-1405  
(218) 291-2201 (D.D.)  
(218) 477-3250 (FAX)  
jriewer@eventide.org

# 2017 LeadingAge Minnesota Board of Directors

## Officers



**MARK R. ANDERSON**  
CHAIR  
Knute Nelson  
Alexandria



**JON LUNDBERG**  
IMMEDIATE PAST CHAIR  
Ebenezer  
Minneapolis



**NANCY STRATMAN**  
CHAIR-ELECT  
Cuyuna Regional Medical  
Center-Care Center  
Crosby



**ERIN HILLIGAN**  
SECRETARY-TREASURER  
Ebenezer  
Minneapolis



**GAYLE M. KVENVOLD**  
PRESIDENT & CEO  
LeadingAge Minnesota  
St. Paul

## District Directors



**MICHELE HALVORSON**  
DISTRICT A  
Thief River Care Center  
Thief River Falls



**CHERI HIGH**  
DISTRICT B  
St. Michael's Health and  
Rehabilitation Center  
Virginia



**NATHAN D. JOHNSON**  
DISTRICT C  
PioneerCare  
Fergus Falls



**CHRISTINE BAKKE**  
DISTRICT D  
St. Benedict's Senior  
Community  
Saint Cloud



**PAMELA ADAM**  
DISTRICT E  
Rice Care Center  
Willmar



**CHERYL GUSTASON**  
DISTRICT F  
Field Crest Care Center  
& Assisted Living  
Hayfield



**MELISSA K. KIRCHHOFF**  
DISTRICT G  
McKenna Crossing  
Prior Lake



## Elected Directors-at-large



**CRAIG ABBOTT**  
Health Dimensions  
Group  
Minneapolis



**JIM BETTENDORF**  
Vista Prairie Communities  
Hopkins



**ANGELA BROWN**  
Elim Care, Inc.  
Eden Prairie



**DAN JOHNSON**  
Catholic Eldercare, Inc.  
Minneapolis



**SHELLEY KENDRICK**  
Ecumen  
Shoreview



**PAUL LIBBON**  
Ecumen  
Duluth



**MICHAEL STORDAHL**  
Clara City Care Center  
Clara City

## Appointed Directors-at-large



**ROCKY CHAPIN**  
Benedictine  
Health System  
Shoreview



**KRISTI KANE**  
Arrowhead Area  
Agency on Aging -  
ARDC  
Duluth



**BARBARA KLICK**  
Sholom  
St. Louis Park



**DUANE LARSON**  
Presbyterian  
Homes and Services  
Roseville



**TRACI LARSON**  
Presbyterian  
Homes and Services  
Roseville



**SCOTT RIDDLE**  
Walker Methodist  
Minneapolis



**GAIL SKOGLUND**  
Augustana Open Circle  
Hopkins



**JOEL THEISEN**  
Lifesprk  
Edina

**Ex-Officio Directors:**  
**LeadingAge MN Foundation**  
**Board Chair**  
**BARB BLUMER**  
Barb Blumer Law, P.A., Eagan

**LeadingAge MN Solutions**  
**Board Chair**  
**WAYNE OLSON**  
Volunteers of America  
National Services  
Eden Prairie

**Argentum Board Member**  
**TODD NOVACZYK**  
New Perspective Senior Living  
Eden Prairie

**LeadingAge Board Chair**  
**KATHRYN ROBERTS**  
Ecumen, Shoreview

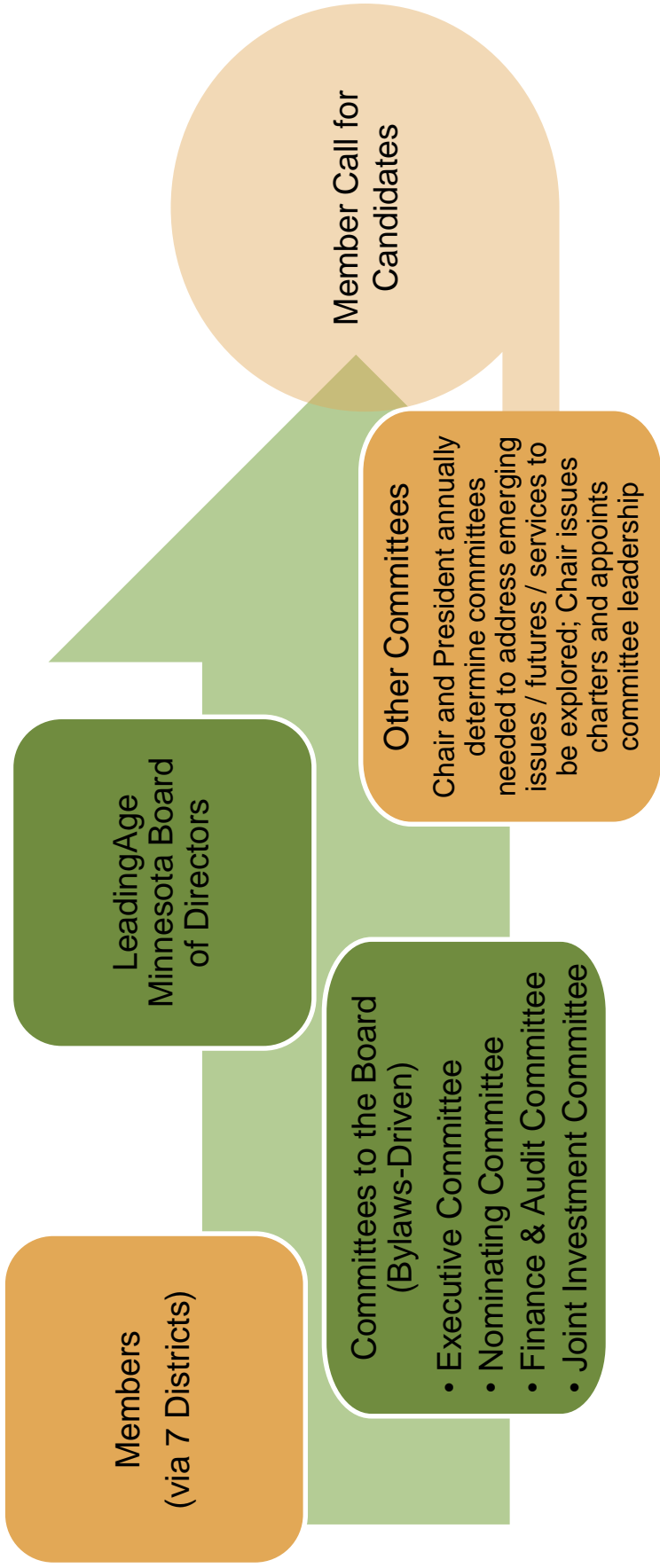
**Invited Guests:**  
**Minnesota Association of Health**  
**Care Volunteers Liaison**  
**DIANE DAMEROW**  
President, Albert Lea

**MN-DONA Liaison**  
**JENNIFER PARKER**  
Bethesda Health & Housing, Willmar

**LeadingAge Public Policy Congress**  
**ROBERT DAHL**  
Elim Care, Inc., Eden Prairie

**DAN DIXON**  
Guardian Angels, Elk River

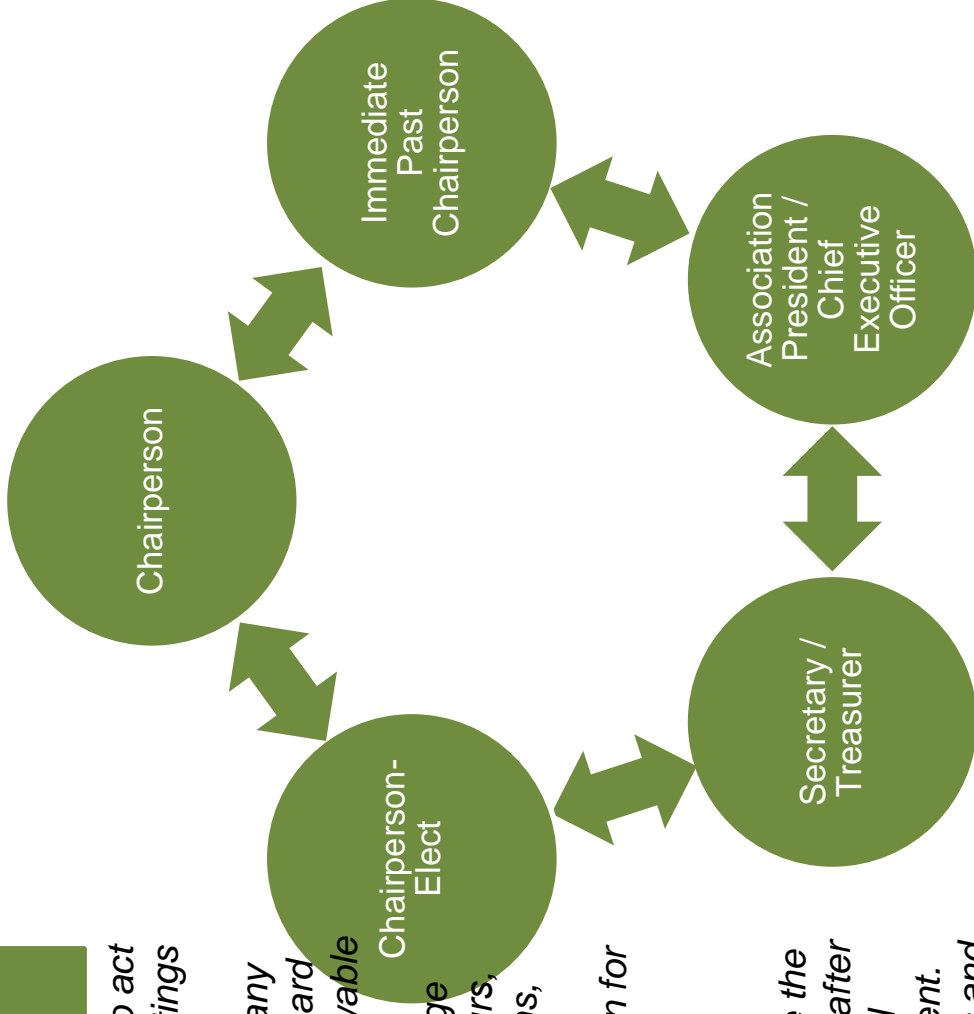
**JON RIEWER**  
Eventide Senior Living Communities,  
Moorhead



# Executive Committee

*The Executive Committee shall have the power to act on behalf of the Board of Directors between meetings of the Board, when, in the judgment of the Committee, necessity requires action, subject to any prior directions and limitations imposed by the Board of Directors. Actions of the Committee are reviewable by the Board. The Executive Committee shall coordinate the efforts of employing the LeadingAge Minnesota' President. Whenever a vacancy occurs, the Committee may advertise, receive applications, screen, evaluate and rate the applicants and ultimately make the Committee's recommendation for employment to the Board of Directors for their ratification.*

*The Executive Committee shall annually evaluate the performance of the President. The Chairperson, after consultation with other committee members, shall conduct a performance appraisal with the President. Recommendations on changes in salary, benefits and employment status pertaining to the President shall be reported to the Board of Directors for ratification.*



# Nominating Committee

*The Nominating Committee shall annually review the representational requirements of the LeadingAge Minnesota Board of Directors and solicit candidates from the membership for LeadingAge Minnesota officers, as well as eligible director positions. Taking into account the representational needs of the association, the Committee shall place in nomination at the Annual Meeting candidates for Chairperson, Chairperson-Elect, Secretary/Treasurer and Directors-At-Large subject to the provisions of these bylaws.*

*Nominees shall be individuals who will provide sound leadership and equitable representation to the LeadingAge Minnesota membership as a whole, and collectively Board members shall represent a diversity of perspective reflective of LeadingAge Minnesota membership.*



**Representative,  
of membership,  
credible and  
trusted**



*LeadingAge Minnesota*

**GOVERNANCE INVENTORY**  
(January 2017)

**Defining Characteristics of LeadingAge Minnesota Board Members:**

- Passion for older adult services
- Worthy of trust
- Thought and opinion leader
- Ambassador to peers and LeadingAge Minnesota stakeholders
- Consensus builder
- Attentive listener; articulate and forthright communicator
- Innovative, risk-taking, strategic in focus
- Ability to think across the continuum for the greater good of the association and profession
- Commitment

# 2017 LEADINGAGE MINNESOTA GOVERNANCE INVENTORY (January 2017)

DIVERSITY OF REPRE-SENTATION	EX-OFFICIOS				DISTRICT DIRECTORS				APPOINTED DIRECTORS ADULT DAY		APPOINTED DIRECTORS				ELECTED DIRECTORS				OFFICERS																
	Barbara Blumer	Kathryn Roberts	Wayne Olson	Todd Novaczyk	Melissa Kirchhoff	Cheryl Gustason	Pamela Adam	Christine Bakke	Nathan Johnson	Cheri High	Michele Halvorson	Gail Skoglund	Kristi Kane	Vacant	Joel Theisen	Scott Riddle	Traci Larson	Duane Larson	Barbara Klick	Rocky Chapin	Vacant	Vacant	Vacant	Vacant	Vacant	Vacant	Vacant	Vacant	Erin Hilligan	Nancy Stratman	Mark Anderson	Jon Lundberg			
Faith-Based Sponsorship																																			
Government Owned/Operated																																			
Corporate Not-For-Profit																																			
Nonprofit Organization																																			
Investor Owned																																			
Fraternal Sponsorship																																			
Argument Member																																			
Multi-Site Provider																																			
Single-Site Provider																																			
Multi-Service Provider																																			
Single-Service Provider																																			
Campus																																			
Hospital-Affiliated																																			
Hospital-Attached																																			
Rural																																			
Deep Rural																																			
Metro																																			
Male																																			
Female																																			
Ethnic Minority																																			
Large Multi-Facility CEO																																			
Transitional Care Focus																																			
Independent Housing																																			
Housing-With-Services																																			
HUD/Subsidized Housing																																			
Dementia/Memory Care																																			
Adult Day Services																																			
Home Care																																			
CCRC/PACE																																			
Care Center																																			
Emerging Service (Specify)																																			
District																																			

\*Wellness / Companion and travel services / Retail store - durable medical equipment/Parkinson's/Dental Care/Care Suites

# Finance and Audit Committee

*The Finance and Audit Committee shall be responsible for monitoring and supervising the financial operation of LeadingAge Minnesota, including the development of an annual budget, annual audit implementation and oversight, overseeing the investment of LeadingAge Minnesota's funds and long-term financial planning. The Committee shall periodically review and approve LeadingAge Minnesota's personnel administration program, including salary structure and other matters relating to employee benefits. Recommendations for action shall be made to the LeadingAge Minnesota Board of Directors.*

Annual budgeting

Longer-range financial planning

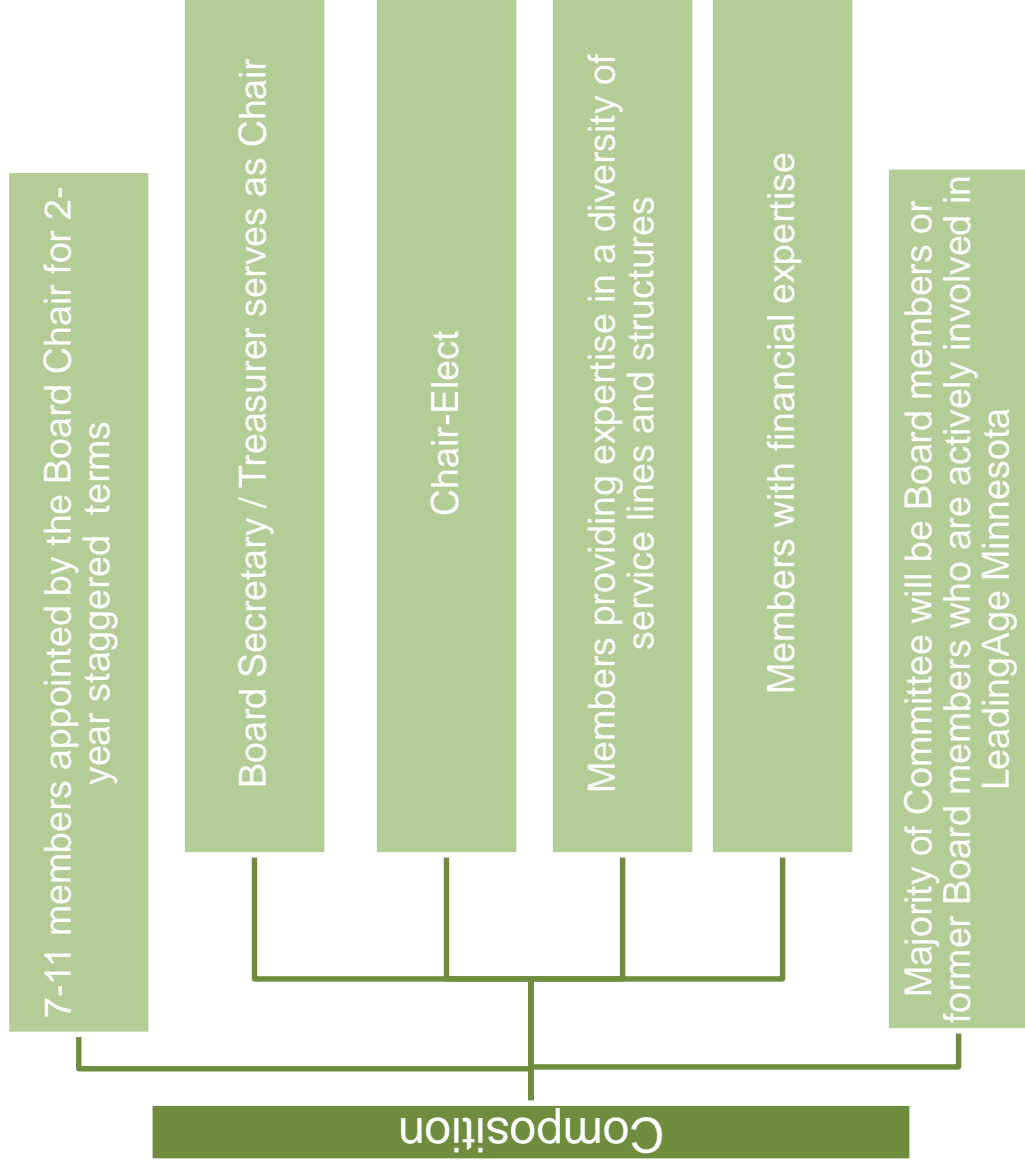
Audit responsibility and oversight

Investment oversight

Periodic personnel administration program review



# Finance and Audit Committee



# Joint Investment Committee

The Joint Investment Committee (“JIC”) has been established to maximize investment opportunities while creating operating efficiencies and reducing the duplication of efforts.

The JIC’s participants are expected to have different investment objectives, time horizons and risk tolerances. To meet these varying investment needs, participants will be able to direct their account balances among a range of investment options to construct diversified portfolios that reasonably span the risk/return spectrum. Participants and beneficiaries alone bear the risk of investment results from the options and assets mixes that they select.

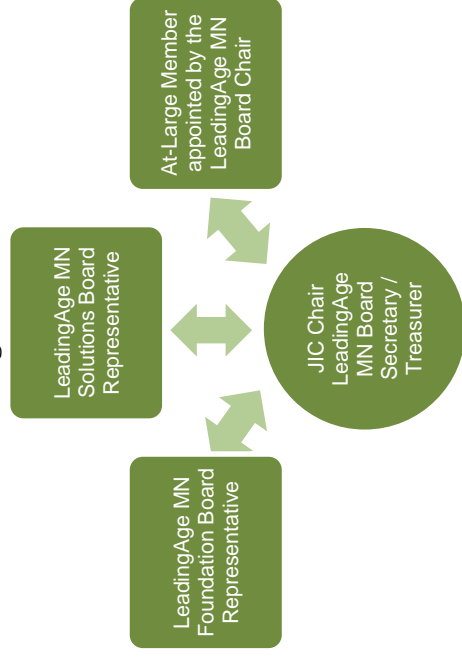
## **MEMBERSHIP**

The JIC will be represented by the Treasurer (or its designee) from LeadingAge Minnesota, LeadingAge Minnesota Solutions and LeadingAge Minnesota Foundation. One at large member will be appointed to the JIC by the Chair of LeadingAge Minnesota. The Committee Chair will be the Treasurer of LeadingAge Minnesota. Terms of the Committee members shall coincide with the terms of their office with the respective organizations.

## **PURPOSE**

This JIC is intended to ensure that they make investment-related decisions in a prudent manner. The underlying philosophies and processes for the selection, monitoring and evaluation of the investment options and investment managers utilized are outlined in this policy. Specifically, the JIC is responsible for:

- Establishing and periodically reviewing the Investment Policy.
- Establishing and reviewing performance goals for the portfolio.
- Identifying appropriate asset allocation guidelines.
- Reviewing the investment portfolio results on a regular basis
- Selecting, monitoring and, if necessary, replacing professional investment managers.



## LEADINGAGE MINNESOTA POLITICAL ACTION COMMITTEE

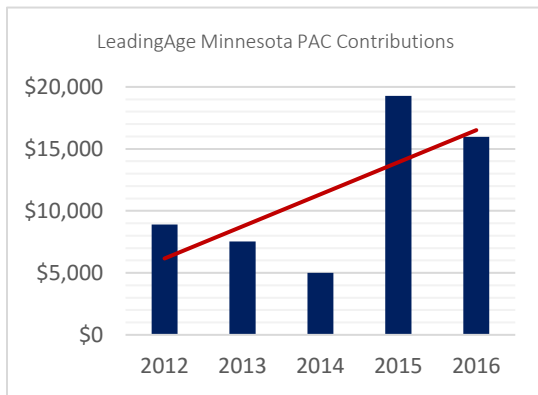
### What is LeadingAge Minnesota's PAC?

The LeadingAge Minnesota Political Action Committee (PAC) (formerly Aging Services PAC) supports lawmakers dedicated to preserving a high quality of life for Minnesota seniors and supporting services and caregivers to meet the evolving needs of our state's aging population. LeadingAge Minnesota's PAC does not distinguish its support on the basis of political party.



### Why donate to LeadingAge Minnesota's PAC?

There are three ways to advocate on behalf of seniors, caregivers and older adult services at the state level: direct lobbying, grassroots and donations. LeadingAge Minnesota has a team of lobbyists that



meet directly with lawmakers to help shape public policy affecting older adults and those who provide them with care. Additionally, LeadingAge Minnesota has a grassroots network that allows citizens to easily connect with their lawmakers about the need to take care of older adults and support those who provide them with quality care. Finally, through donations, LeadingAge Minnesota's PAC is able to directly impact the political atmosphere at the State Capitol and give a strong voice to issues that serve the needs of Minnesota's growing senior population. It takes all three ways to be successful at the Capitol.

### How does LeadingAge Minnesota's PAC make decisions?

LeadingAge Minnesota's PAC is governed by a Board of Directors comprised of its members from around the state who serve older adults in a variety of settings. Contributions and endorsements are determined based on a lawmaker's position on issues that are critical to ensuring safe and quality care from experienced caregivers that seniors deserve and their families expect.

### How is LeadingAge Minnesota's PAC funded?

LeadingAge Minnesota's PAC is supported solely by individual voluntary contributions. Political Action Committees cannot accept contributions from corporations nor can membership dues be used to support its activities. Contributions may come in the form of cash, personal checks, money orders or online donations. Contributions are not tax deductible.

### How do I make a contribution to the LeadingAge Minnesota PAC?

Donate at [www.leadingagemn.org/public-policy](http://www.leadingagemn.org/public-policy) or send a personal check to LeadingAge Minnesota PAC, Attention: Kari Thurlow, 2550 University Avenue West, Suite 350S, Saint Paul, MN 55114.

---

---

#### LeadingAge Minnesota PAC Board of Directors

---

Christine Bakke

Dan Dixon

Murray Finger

Sue Knutson

Mike Warden

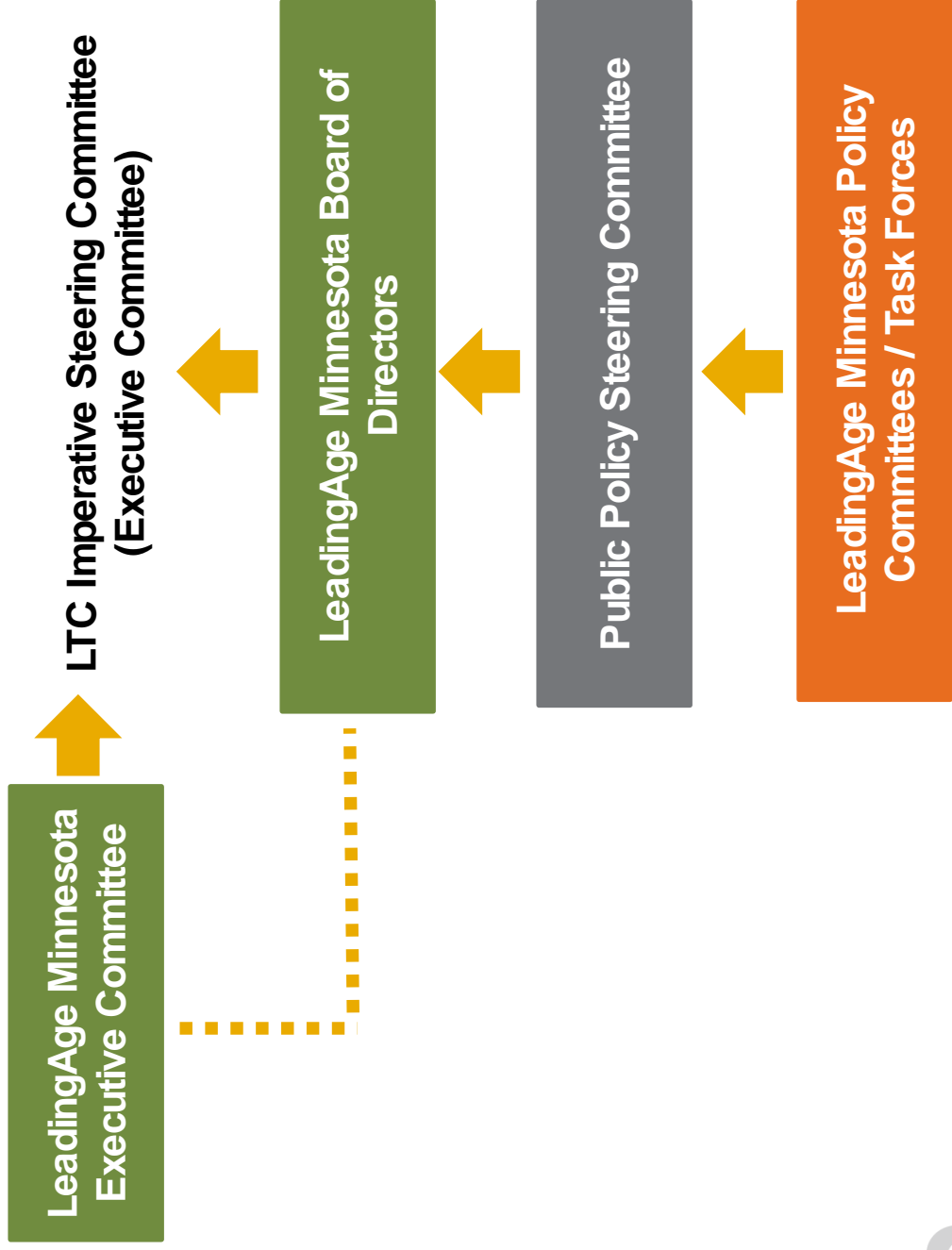
Staff: Kari Thurlow,  
Libbie Chapuran

---

---



# LeadingAge Minnesota Public Policy Development Process





*LeadingAge*<sup>™</sup>  
*Minnesota*

**2017  
COMMITTEES**

Call  
For  
Participation



**BUILDING A STRONGER FUTURE**

## LeadingAge Minnesota—50 Years of Leading Change, Changing Lives

Member Driven. Two words that have described LeadingAge Minnesota for the past 50 years. Two words that describe how we will address the challenges of the future and accelerate the promise of our mission to transform and enhance the experience of aging.

2017 marks our Golden Anniversary and we invite you to be part of the important and exciting work that lies ahead by participating in one or more of our committees. Committees offer the opportunity to share ideas, raise questions, and find solutions. They are a vehicle to learn new information, provide essential feedback, and establish meaningful relationships.

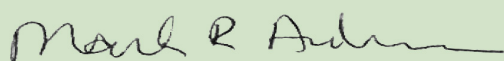
We have made some exciting changes to our committee offerings in 2017:

- The new **Payment Committee** will focus exclusively on payment issues across all care settings including Medicaid, Medicare and managed care programs. The flexible meeting format will allow you to participate in just the payment issues for your setting e.g. Elderly Waiver or Care Center rates, or attend the full meeting for a comprehensive discussion.
- Our **Home Care/Assisted Living Committee** will continue to focus on regulatory challenges, public policy opportunities and best practices in providing home care services.
- Our new **Housing Committee** will feature conversations around hospitality, marketing, consumer trends and emerging housing models that impact all senior housing from affordable to market rate and independent to housing with services.
- A new **Care Center Regulatory Committee** will expand its scope beyond licensing and certification requirements to include other regulatory issues such as workplace safety, hazardous waste disposal, etc.

You will see a focus on **technology** embedded in the work of several committees. Whether technology is used to increase employee productivity, enhance resident safety, transfer health information or expand the reach of caregiving, your input will help guide our work in this important arena.

**Quality** and **workforce** are also key areas of focus for LeadingAge Minnesota and the work of these essential committees will continue as we seek to make meaningful progress toward performance excellence and address our workforce challenges.

Consider this my personal request to be part of our committees in 2017 and help drive the work of LeadingAge Minnesota forward in the coming year.



Mark Anderson, Chair-Elect  
LeadingAge Minnesota Board of Directors

# 2017 LeadingAge Minnesota Committees

Payment Committee	→	Page 3
Care Center Regulatory Committee	→	Page 3
Home Care/Assisted Living Committee	→	Page 4
Housing Committee	→	Page 4
Adult Day Transitional Leadership Committee	→	Page 5
Quality & Performance Excellence Committee	→	Page 5
Workforce Solutions Committee	→	Page 6
Clinical Practice Committee	→	Page 6
Education Committee	→	Page 7
Awards & Recognition Committee	→	Page 7

To sign up for committees, click on this link: <http://tinyurl.com/hm2f8qd>.

# Committee Descriptions

## Payment Committee

### Area of Focus

- What strategies need to be employed to pass and effectively implement Elderly Waiver rate reform?
- How can the Value-Based Reimbursement system for care centers be improved, particularly related to the development of a new property payment system?
- How can we prepare and advocate for members on payment policies including: managed care/health plan issues, Medicare (ACOs, bundled payment, value-based payment, etc.), and other payment rate and process concerns?
- What changes are needed in our rate systems to recognize and reimburse for technology e.g. telehealth, health sensors, etc.?

### Member Participation

Leadership, financial staff from home care, assisted living, care centers, adult day services

### Meetings/Year

4



## Care Center Regulatory Committee

### Area of Focus

- What knowledge, tools and resources will best prepare members for implementation of the new CMS Requirements of Participation and changes to the survey process?
- What trends are emerging from statewide survey results and what do members need to know to prepare?
- What additional regulatory issues and challenges can LeadingAge Minnesota help members address e.g. workplace safety, hazardous waste disposal, employment issues, etc.?
- How can technology – particularly electronic health records – be maximized to document care and share health information across the continuum?

### Member Participation

Leadership, nursing, compliance staff from care centers

### Meetings/Year

4

# Home Care/Assisted Living Committee

## Area of Focus

- What improvements or clarifications to Minnesota's comprehensive home care law should be pursued?
- What resources would be helpful to members in carrying out their responsibilities as a home care provider both clinically and related to regulatory compliance?
- What data should we collect to assist in our quality improvement efforts and demonstrate results to stakeholders?
- How can technology be utilized to increase safety, monitor health status and improve quality of care/quality of life?

## Member Participation

Leadership, clinical staff from assisted living settings and home care agencies

## Meetings/Year

4

# Housing Committee

## Area of Focus

- What best practices in hospitality can be shared with members to improve their consumers' experience?
- What consumer trends and new housing models are emerging and how can this information be helpful to members in their marketing and program design?
- What public policy, regulatory or other advocacy efforts should be pursued to support senior housing (affordable, market rate, independent, housing with services)?
- How can technology be utilized in housing settings to increase safety, monitor health status and improve quality of life?

## Member Participation

Leadership, staff from HWS, HUD, for profit, independent and other housing sites

## Meetings/Year

4

# Committee Descriptions

## Adult Day Transitional Leadership Committee

### Area of Focus

- How can we raise the profile of adult day programs within the larger long term care community and with the general public?
- What professional development resources and quality measures are needed to enable adult day providers to better serve their participants and caregivers?
- What strategies would further support integration of adult day members into LeadingAge Minnesota?

### Member Participation

Leadership, staff from ADS settings

### Meetings/Year

4



## Quality & Performance Excellence Committee

### Area of Focus

- What are the most effective strategies and resources to support members in making measurable advances in quality and performance excellence?
- How do we effectively engage members in all settings, and employees across all levels of an organization, in quality improvement and performance excellence?
- What input can we provide at the local, state and federal level to identify and promote meaningful performance metrics that are timely, aligned, accurate, and actionable?
- How can we develop and use data reports effectively to identify and address key opportunities for improvement?

### Member Participation

Leadership, clinical and quality staff from all member settings

### Meetings/Year

4

# Workforce Solutions Committee

## Area of Focus

- What new tools, resources or education will lead to immediate improvements in our members' ability to recruit, retain and develop their workforce?
- What game-changing strategies do we need to be developing today to expand our workforce pipeline?
- How can technology be used to advance and accelerate workforce solutions?

## Member Participation

Leadership, HR, staff development, etc. from all member settings

## Meetings/Year

5

# Clinical Practice Committee

## Area of Focus

- What emerging evidence-based practice or care protocols will reduce risks and improve outcomes for older adults across the spectrum of services?
- What decisions need to be made to balance practice and regulation while elevating the quality of services provided to older adults?
- What tools and resources are available to understand clinical phenomenon with an emphasis on understanding the experience and values of the older adult?

## Member Participation

Leadership, nursing staff from assisted living, home care and care centers

## Meetings/Year

4-5

# Committee Descriptions

## Education Committee

### Area of Focus

- What staff training or educational programs are priorities for the coming year for all member segments?
- How can our signature events e.g. Institute, Annual Meeting, Senior Living NOW, Workforce Solutions Conference, Quality Conference, etc. be improved?
- Which Call for Presentation submissions should be recommended for the 2018 Institute to offer the best in professional development across all member segments?

### Member Participation

Leadership and staff from all member settings and organizations

### Meetings/Year

3-4



## Awards & Recognition Committee

### Area of Focus

- What qualities are found in exceptional individuals and organizations serving older adults and what is the best way to recognize them for their achievements?
- What nominations should be selected to receive our Stars Among Us awards in 2018?
- How can we share the stories of our award winners with a broader audience to generate positive public awareness of our work?

### Member Participation

Leadership and staff from all member settings and organizations

### Meetings/Year

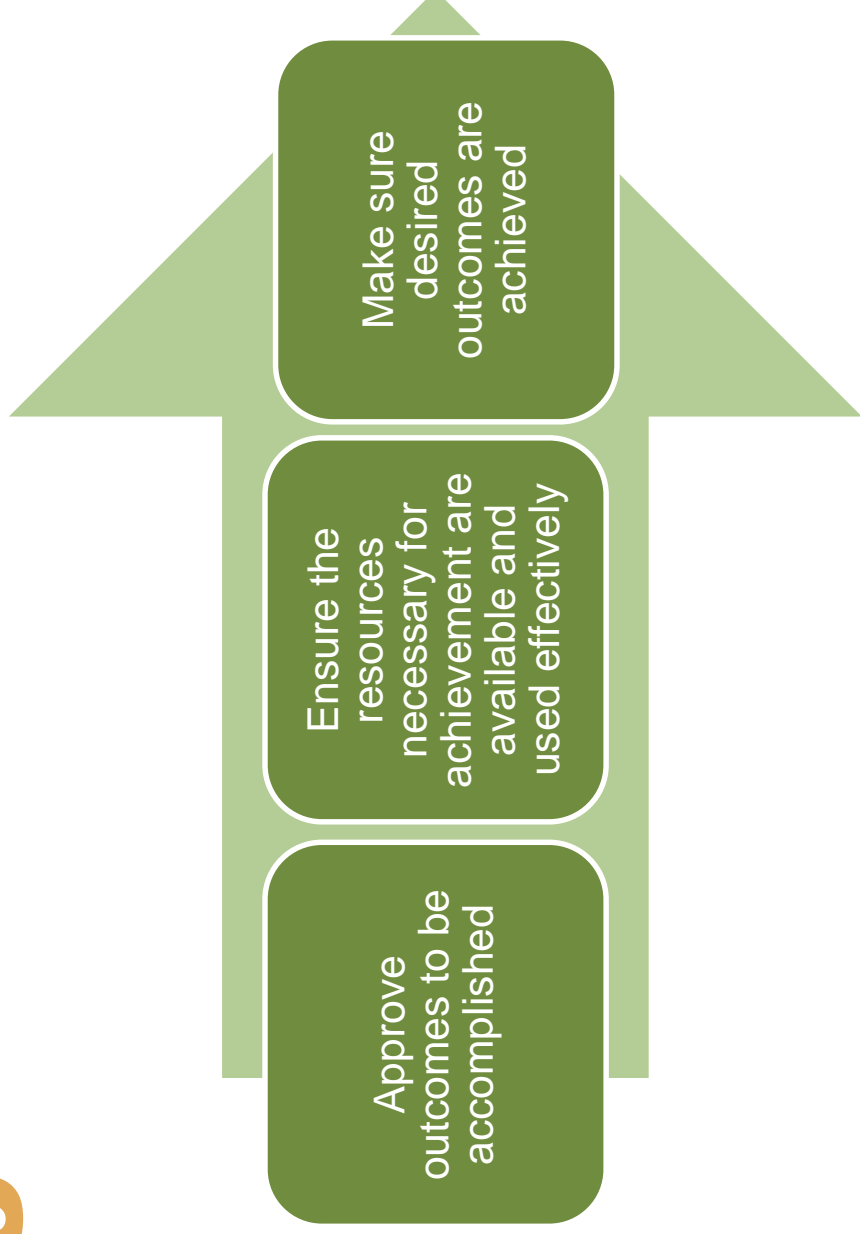
2-3

**VI. Associations/ Board  
Member  
Accountabilities**





# 3 Basic Functions of the Board



Accomplished via Leadership Partnership with staff





# LEADINGAGE MINNESOTA BOARD OF DIRECTORS PROFILE

## GOVERNANCE STRUCTURE

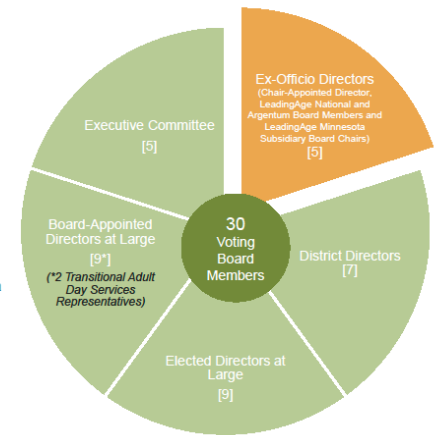
The LeadingAge Minnesota Board is composed of members who provide sound leadership and equitable representation to the membership as a whole and, collectively, represent a diversity of perspectives reflective of the LeadingAge Minnesota membership, as well as members and non-members who have specialized expertise to enhance the Board's diversity and marketplace perspective.

The LeadingAge Minnesota Board of Directors is composed of:

- Five Officers – Chair, Chair-Elect, Immediate Past Chair, Secretary/Treasurer and the President/CEO
- Seven District Officers elected by their respective districts
- Up to eleven Elected Directors-at-Large elected by the Voting Members
- Up to eleven Appointed Directors-at-Large appointed by the Board
- Non-Voting Directors
  - Chair-Appointed Director
  - National Affiliate Board Members
  - LeadingAge Minnesota Subsidiary Board Chairs

2016  
LeadingAge  
Minnesota Board  
of Directors

- Invited Guests:
- LeadingAge National Public Policy Congress Members from Minnesota
  - LTC Imperative Steering Committee Members (if not on Board)
  - Minnesota Association of Healthcare Volunteers (formerly known as HCAM) Liaison
  - MN-DONA Liaison



## PRINCIPAL ACCOUNTABILITIES

- Deliberate and establish LeadingAge Minnesota's policies including long-term strategic plans and annual priorities.
- Review, formulate and adopt funding strategies; monitor short and long-term financial and program performance.
- Hire, monitor, appraise, advise, support, reward and, if deemed necessary and desirable, terminate LeadingAge Minnesota's chief staff officer/President.
- Evaluate LeadingAge Minnesota Board of Directors' performance and act to ensure leadership development and Board actions which advance and reflect LeadingAge Minnesota's mission, values and goals.

## MAJOR LEADINGAGE MINNESOTA ANNUAL ACTIVITIES

- Based on an assessment of the changing environment, review and modify LeadingAge Minnesota's long-term strategic plan including multi-year strategic legislative priorities. Monitor program implementation and measure progress. Establish and modify LeadingAge Minnesota's positions as recommended by the committees and/or Board-established work groups. Review and approve annual priorities.
- Review and adopt an annual budget and recommend to the membership any dues increase needed to achieve annual objectives. (Accomplish via the Finance and Audit Committee).
- Elect LeadingAge Minnesota Appointed Directors at Large, Nominating Committee, LeadingAge Minnesota Solutions Board members and officers, and LeadingAge Minnesota Foundation Board members.
- Periodically review the performance and organizational alignment of LeadingAge Minnesota Solutions and Value First.
- Provide input to the annual performance review of the President/chief staff officer (as performed by the Executive Committee) and establish his/her compensation and benefits based on recommendation of the Executive Committee.



- Assess membership satisfaction with LeadingAge Minnesota's performance.

## **BOARD MEMBER CONDUCT**

- Attend LeadingAge Minnesota Board meetings regularly (two unexcused absences per year). The LeadingAge Minnesota Board of Directors meets 4-6 times per year, including a 2-1/2 day overnight retreat in the summer and a 1-1/2 day meeting in the fall. All other meetings are 4-5 hour day meetings typically held in the metro area. Preliminary 2017 Meeting Dates:
  - Friday, January 27, 9:30 am – 2:00 pm
  - Tuesday, February 7, 1:00 – 6:30 pm (LeadingAge Minnesota Board and Opinion Leaders Gathering)
  - Friday, March 31, 9:30 am – 2:00 pm
  - Friday, May 12, 9:30 am – 2:00 pm
  - Wednesday-Friday, June 21-23 (Annual 2-1/2 Day Board Retreat typically held in greater Minnesota)
  - Thursday-Friday, November 16-17 (1-1/2 Day Meeting held in metro area)
- Study Board agenda material in advance and arrive prepared for discussion.
- Participate on and/or chair LeadingAge Minnesota committees and work groups.
- Serve as a LeadingAge Minnesota ambassador / spokesperson for LeadingAge Minnesota's positions and Board actions. Represent the Board at Association functions
- Contribute actively to Board decision-making.
- Provide candid, constructive criticism in the appropriate forum.
- Support Board decisions to members and other publics.
- Maintain confidentiality of designated information.
- Maintain a personal commitment to the mission, values, and goals of LeadingAge Minnesota.

## **BOARD MEMBER CHARACTERISTICS**

- Passion for older adult services
- Worthy of trust
- Thought and opinion leader
- Ambassador to peers and LeadingAge Minnesota stakeholders
- Consensus builder
- Attentive listener; articulate and forthright communicator
- Innovative, risk-taking, strategic in focus
- Ability to think across broad organization for the greater good of the association and profession
- Commitment

## **GOVERNANCE STYLE**

- Consensus-based decision making, where possible.
- Differences of opinion encouraged, with open and respectful expression of same.
- Majority rules where necessary; all Board members pledge to be supportive of a final Board action.
- Board establishes policies; chief executive officer implements policy.
- Fellowship and humor are important to what we do.





**LeadingAge Minnesota Board of Directors  
2017 Board Meeting / Event Calendar**  
*(Meeting timeframes are tentative and subject to change)*

Tues., January 10, 1-4 pm	District C Meeting, Ecumen Detroit Lakes
Wed., January 11, 9 am – 12 pm	District A Meeting, Fireside Grill & Patio, Bagley
Thurs., January 12, 9 am – 12 pm	District B Meeting, Ecumen Lakeshore, Duluth
Tues., January 17, 9 am – 12 pm	District D Meeting, Country Manor, Sartell
Wed., January 18, 9 am – 12 pm	District E Meeting, Avera Marshall, Marshall
Thurs., January 19, 9 am – 12 pm	District F Meeting, Holiday Inn, Owatonna
Fri., January 20, 9 am – 12 pm	District G Meeting, The Wellington, St. Paul

**1) Friday, January 27**

**LeadingAge Minnesota Board of Directors Meeting**  
**9:30 a.m. – 2:00 p.m.** (LeadingAge Minnesota Office)

**2) Tuesday, February 7**

**LeadingAge Minnesota Board and Opinion Leaders Gathering** (Meeting and Reception)  
**1:00 – 6:30 p.m.** (Downtown St. Paul)

Wed.-Fri., February 8-10  
Mon.-Wed., March 20-22  
Thurs., March 30

LeadingAge Minnesota Institute – RiverCentre, St. Paul  
LeadingAge PEAK Leadership Summit, Washington, DC  
Day at the Capitol

**3) Friday, March 31**

**LeadingAge Minnesota Board of Directors Meeting**  
**9:30 a.m. – 2:00 p.m.** (LeadingAge Minnesota Office)

Mon-Thurs., May 1-4

Argentum 2017 Conference and Expo, Nashville, TN

**4) Friday, May 12**

**LeadingAge Minnesota Board of Directors Meeting**  
**9:30 a.m. – 2:00 p.m.** (LeadingAge Minnesota Office)

Wed., May 31, 1-4 pm  
Thurs., June 1, 9 am – 12 pm  
Fri., June 2, 9 am – 12 pm  
Tues., June 6, 9 am – 12 pm  
Wed., June 7, 9 am – 12 pm  
Thurs., June 8, 9 am – 12 pm  
Fri., June 9, 9 am – 12 pm

District C Meeting  
District A Meeting  
District B Meeting  
District D Meeting  
District E Meeting  
District F Meeting  
District G Meeting

**5) Wed.-Fri., June 21-23**

**LeadingAge Minnesota Board of Directors Retreat**  
(2-1/2 Day Overnight Board Retreat)

Tues.-Fri., September 19-22

LeadingAge Minnesota Annual Meeting



Tues., October 17, 1-4 pm	District C Meeting
Wed., October 18, 9 am – 12 pm	District A Meeting
Thurs., October 19, 9 am – 12 pm	District B Meeting
Fri., October 20, 9 am – 12 pm	District D Meeting
Tues., October 24, 9 am – 12 pm	District E Meeting
Wed., October 25, 9 am – 12 pm	District F Meeting
Thurs., October 26, 9 am – 12 pm	District G Meeting
Sun.-Wed., Oct. 29 – Nov. 1	LeadingAge Annual Meeting, New Orleans, LA
<b>6) Thurs.-Fri., November 16-17</b>	<b>LeadingAge Minnesota Board of Directors Meeting</b> (Includes evening social event following Day 1 meeting)

- February meeting is annual Board and Opinion Leaders Meeting and Reception held in downtown St. Paul
- June Board Retreat is usually held in greater Minnesota / Wisconsin and typically convenes the afternoon of Day 1 (June 21) and adjourns by noon Day 3 (June 23)
- November meeting is held in the metro area. Day 1 is usually a full-day meeting, followed by a dinner social gathering. Day 2 typically concludes around noon.

# JOB DESCRIPTION: CHAIRPERSON

## BASIC FUNCTIONS

*Serves as Chief Elected Officer, representing the entire membership and LeadingAge Minnesota's best interests. Exercises personal leadership in motivating officers, board members, committee members, membership and staff. Influences the establishment of organizational goals. Speaks and acts as inspirational leader and takes an important part in monitoring and evaluating organizational performance and effectiveness. Works in partnership with the President and Chief Executive Officer and serves as a chief spokesperson for LeadingAge Minnesota.*

## DUTIES, RESPONSIBILITY AND AUTHORITY

Within the limits of the Articles of Incorporation, Bylaws, Purpose Statement and other policies, the Chairperson is responsible for and has commensurate authority to accomplish the duties set forth below:

- Presides at and attends all Board and Executive Committee meetings. Coordinates agenda material with the President and Chief Executive Officer.
- May appoint a Non-Voting Director to the Board to seek specialized expertise to enhance the Board's diversity, marketplace perspective or other facets of Board composition which the Chair deems advisable.
- Serves as director of MCCA, the subsidiary of LeadingAge Minnesota responsible for decisions related to assets jointly owned and managed with the Minnesota Hospital Association.
- Serves as a member of The Long-Term Care Imperative Steering Committee.
- With the advice and assistance of the President and Chief Executive Officer, ensures that the Board and Executive Committee are kept fully informed on Association conditions and operations. In conjunction with the President and Chief Executive Officer, sees that basic policies and programs to further LeadingAge Minnesota's goals and objectives are planned, formulated, and presented to the Board.
- Charters and appoints chairs and members of committees. Subject to restrictions in the Bylaws, reviews the purpose and duties of committees and monitors progress.
- Abides by, supports and defends the adopted policies and programs of the Board. Effects change to policy through LeadingAge Minnesota's policy development and governance process.
- Promotes membership interest and active participation in LeadingAge Minnesota. With the President and Chief Executive Officer's assistance, reports Board and LeadingAge Minnesota activities to members.
- Reports at the Annual Meeting and at other meetings as appropriate. With the President and Chief Executive Officer, may speak for LeadingAge Minnesota to outside bodies.
- In cooperation with the Treasurer, Finance and Audit Committee and staff, helps develop an annual budget.
- Appoints members to and may serve on the LeadingAge National Public Policy Congress.
- Serves as ex-officio member of any committee of LeadingAge Minnesota without a vote.
- Attends one meeting of each district each year for the purpose of facilitating communication among the membership of LeadingAge Minnesota.

## RELATIONSHIPS

- Responsible to the Board of Directors, Executive Committee, other directors of MCCA, and, through the Annual Business Meeting, to the membership to see that the adopted programs and policies of LeadingAge Minnesota reflect the needs of the total membership, as well as for the prudent exercise of all duties and responsibilities given above.
- Consult with and advise the President and Chief Executive Officer on matters pertaining to Association policies, programs and finances.



# **JOB DESCRIPTION: IMMEDIATE PAST CHAIRPERSON**

## **BASIC FUNCTIONS**

*Serves as an officer of the Board of Directors, a member of the Executive Committee, and a director of MCCA. Exercises personal leadership in the motivation of other officers, Board members, committee members, staff and membership. In conjunction with and/or at the request of the Chairperson, continues to assist in establishing and implementing goals and objectives of the organization during the remaining term of office. Acts as a leader and takes part in monitoring and evaluating organizational performance and effectiveness.*

## **DUTIES, RESPONSIBILITY AND AUTHORITY**

Within the limits of the Articles of Incorporation, Bylaws, Purpose Statement and other policies, the Immediate Past Chairperson is responsible for and has commensurate authority to accomplish the duties set forth below:

- Ensures that transition takes place between terms of office and orients the incoming Chairperson to duties, programs and policies under development and in policies and procedures of importance.
- Serves as a member of the Executive Committee and on the Long-Term Care Imperative Steering Committee.
- Serves as a director of MCCA, the subsidiary of LeadingAge Minnesota responsible for decisions related to assets jointly owned and managed with the Minnesota Hospital Association.
- Performs special assignments or in capacities as may be requested by the Chairperson or the President and Chief Executive Officer.
- Serves as member of the Executive Committee and the Long-Term Care Imperative Steering Committee and serves as Chair of the Nominating Committee.
- Abides by, supports and defends the adopted policies and programs of the Board of Directors. Effects changes to policies and programs through LeadingAge Minnesota's policy development and governance process.
- Represents the entire membership and best interests of LeadingAge Minnesota.
- May serve on the LeadingAge National Public Policy Congress.
- Continues to act as a senior officer in advising the Board of Directors and Executive Committee on actions considered or to be taken.

## **RELATIONSHIPS**

- Responsible to the Board of Directors, Executive Committee, other directors of MCCA, and, through the Annual Business Meeting, to the membership to see that the adopted programs and policies of LeadingAge Minnesota reflect the needs of the total membership, as well as for the prudent exercise of all duties and responsibilities given above.



# JOB DESCRIPTION: CHAIRPERSON-ELECT

## BASIC FUNCTIONS

*Serves as an officer of the Board of Directors, as well as a member of the Executive Committee and a director of MCCA. Exercises personal leadership in the motivation of other officers, board members, district leaders, committee members, membership and staff. In conjunction and/or at the request of the Chairperson, helps to establish goals and objectives of the organization during term of office. Acts as a leader and takes part in monitoring and evaluating organizational performance and effectiveness.*

## DUTIES, RESPONSIBILITY AND AUTHORITY

Within the limits of the Articles of Incorporation, Bylaws, Purpose Statement and other policies, the Immediate Past Chairperson is responsible for and has commensurate authority to accomplish the duties set forth below:

- In the absence of the Chairperson or the inability of the Chairperson to act, replaces the Chairperson and carries out those duties.
- Serves as director of MCCA, the subsidiary of LeadingAge Minnesota responsible for decisions related to assets jointly owned and managed with the Minnesota Hospital Association.
- Serves as a member of the Finance and Audit Committee.
- Performs special assignments or in capacities as may be requested by the Chairperson or the President and Chief Executive Officer.
- Abides by, supports and defends the adopted policies and programs of the Board of Directors. Effects changes to policies and programs through the approved channels of LeadingAge Minnesota's policy development and governance process.
- At the request of the Chairperson, promotes interest and active participation in LeadingAge Minnesota on the part of the membership and reports activities of the Board and LeadingAge Minnesota.
- May serve on the LeadingAge National Public Policy Congress.
- May serve as a member of The Long-Term Care Imperative Steering Committee.

## RELATIONSHIPS

- Responsible to the Board of Directors, Executive Committee, other directors of MCCA, and, through the Annual Business Meeting, responsible to the membership to see that the adopted programs and policies of LeadingAge Minnesota reflect the needs of the total membership, as well as for the prudent exercise of all duties and responsibilities given above.
- The Chairperson-Elect of LeadingAge Minnesota will consult and advise with the Chairperson and the President and Chief Executive Officer on all matters pertaining to policies, programs and LeadingAge Minnesota's finances.



## **JOB DESCRIPTION: SECRETARY/TREASURER**

### **BASIC FUNCTIONS**

*Serves as an officer of the Board of Directors, a member of the Executive Committee and as a director of MCCA. Exercises personal leadership in the motivation of other officers, Board members, committee members, staff and membership. At the request of the Chairperson, assists in establishing and implementing goals and objectives for the organization during the term of office. Acts as a leader and assists the Chairperson in monitoring and evaluating the performance of the organization as a whole in its effectiveness as LeadingAge Minnesota. Reports the status of all funds as well as the complete financial position of LeadingAge Minnesota to the Board of Directors. Acts to ensure the recording of the issues and actions addressed and taken by the Board of Directors and Executive Committee. Works in partnership with the Chairperson and the President and Chief Executive Officer.*

### **DUTIES, RESPONSIBILITY AND AUTHORITY**

Within the limits of the Articles of Incorporation, Bylaws, Purpose Statement and other policies, the Immediate Past Chairperson is responsible for and has commensurate authority to accomplish the duties set forth below:

- Shall keep or cause to be kept accurate minutes both of the actions of the Board of Directors and Executive Committee which shall subsequently be distributed to all members of the Board and of all meetings of member representatives which shall be subsequently distributed to all members.
- Shall provide or cause to be provided the necessary documentation for legal operation of LeadingAge Minnesota, including statements certifying the actions of the Board of Directors or Executive Committee.
- Reviews and reports the financial position of LeadingAge Minnesota to the Board of Directors on a regular basis and to the membership no less than annually.
- Chairs the Finance and Audit Committee and in conjunction with the Chairperson and the President and Chief Executive Officer helps develop, recommend, and upon approval, operate within the annual budget.
- Reviews the annual report and management letter of the Certified Public Accountant(s) and, through the Finance and Audit Committee, recommends appropriate action.
- Recommends financial management procedures and policies to the Finance and Audit Committee for its consideration.
- Assists staff with the implementation of financial policies and procedures as needed.
- Serves on the Executive Committee, the Long-Term Care Imperative Steering Committee and Chairs the LeadingAge Minnesota Joint Investment Committee.

### **RELATIONSHIPS**

Responsible to the Board of Directors, Executive Committee, other directors of MCCA, and, through the Annual Business Meeting, responsible to the membership to see that the adopted programs and policies of LeadingAge Minnesota reflect the needs of the total membership, as well as for the prudent exercise of all duties and responsibilities given above.



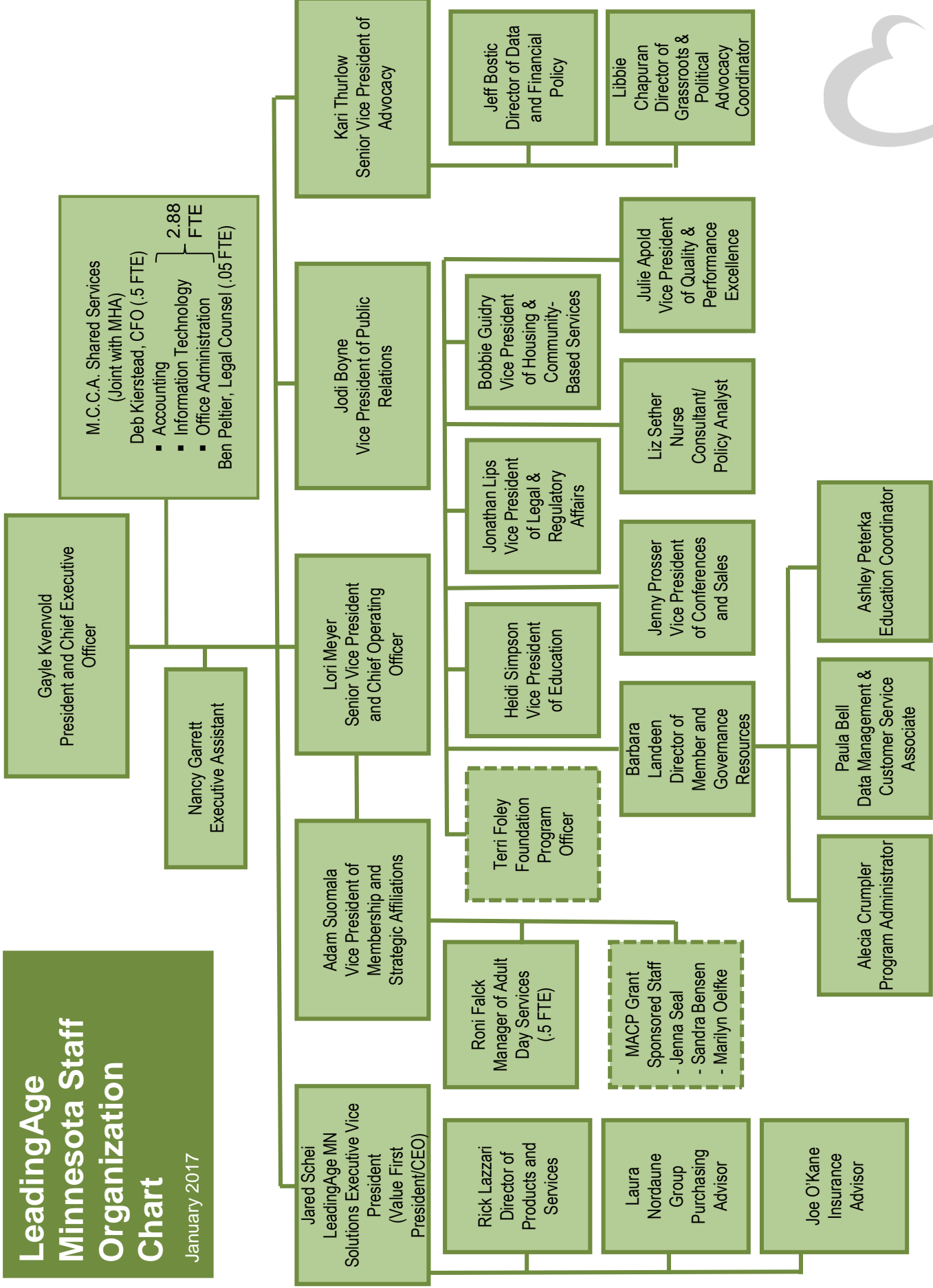
## **VII. Staff Resources**





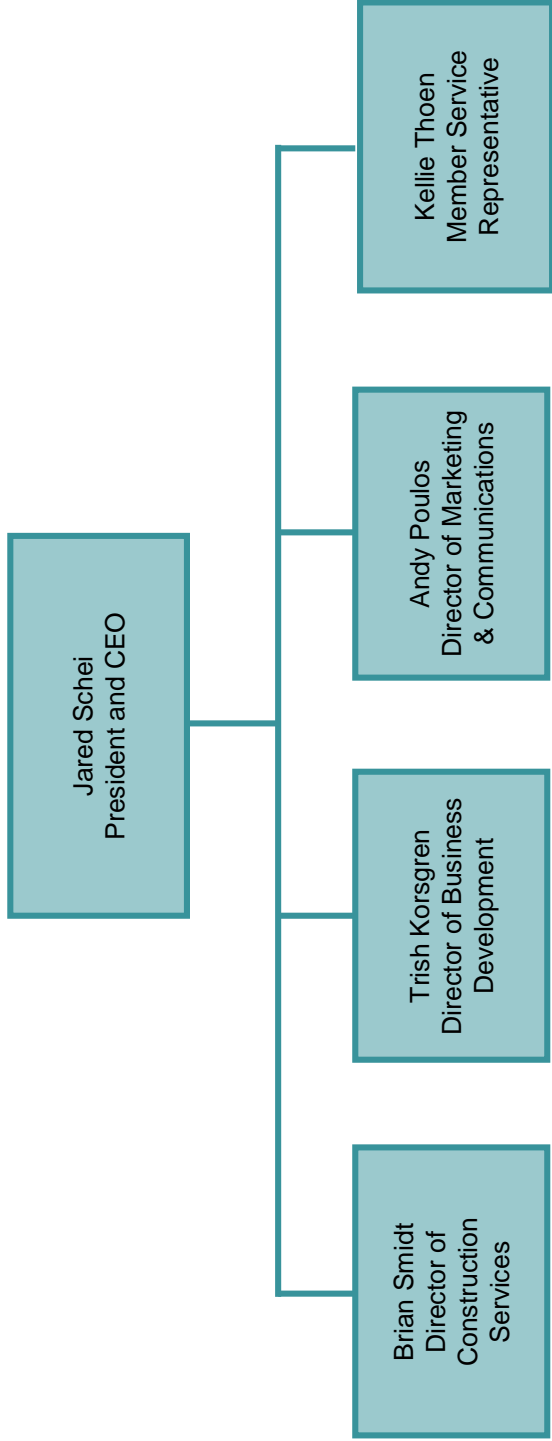
# LeadingAge Minnesota Staff Organization Chart

January 2017



# Value First Staff Organization Chart

April 2016



# OUR TEAM

P 651.645.4545 OR 800.462.5368

F 651.645.0002

WWW.LEADINGAGEMN.ORG



## GAYLE KVENVOLD

*President & Chief Executive Officer*  
gkvenvold@leadingagemn.org

- Organizational leadership
- Stakeholder collaborations
- Legislative and administrative advocacy
- Liaison with national partners and affiliates
- LeadingAge Minnesota Board of Directors
- LeadingAge MN Solutions Board of Directors
- LeadingAge Minnesota Foundation Board of Directors
- Value First Board of Directors
- Long Term Care Imperative



## JULIE APOLD

*Vice President of Quality and Performance Excellence*

- japold@leadingagemn.org
- Technical assistance for quality and performance improvement
  - Quality measurement, analysis, and improvement activities
  - Quality recognition programs
  - Quality and Performance Excellence Committee



## PAULA BELL

*Data Management & Customer Service Associate*  
pbell@leadingagemn.org

- Membership data and analysis
- Member contact for membership data/information updates, member access to leadingagemn.org



## JEFF BOSTIC

*Director of Data and Financial Policy*  
jbostic@leadingagemn.org

- Technical assistance for rates and reimbursement
- Data analysis and statistical reports
- Environmental scan
- Payment Committee
- Long Term Care Imperative



## JODI BOYNE

*Vice President of Public Relations*  
jboyne@leadingagemn.org

- Media relations
- Crisis communications
- Strategic communications planning
- Social media strategy
- Long Term Care Imperative
- Advantage Newsletter



## LIBBIE CHAPURAN

*Grassroots and Political Advocacy Coordinator*

- lchapuran@leadingagemn.org
- Legislative advocacy
  - Grassroots outreach
  - LeadingAge Minnesota Political Action Committee
  - Long Term Care Imperative



## ALECIA CRUMPLER

*Program Administrator*

- acrumpler@leadingagemn.org
- Graphic design and print/electronic production of products and educational/promotional materials
  - District meetings
  - Product order fulfillment



## RONI FALCK

*Manager of Adult Day Services*  
rfalck@leadingagemn.org

- Coordinate programming and services for adult day providers
- Adult Day Transitional Leadership Committee



## TERRI FOLEY

*Foundation Program Officer*  
tfoley@leadingagemn.org

- Oversee grant making program
- Disseminate successful workforce strategies
- Pursue opportunities to expand intermediary role



## NANCY GARRETT

*Executive Assistant*

- ngarrett@leadingagemn.org
- Administrative support to LeadingAge Minnesota executive office, governing boards and committees
  - Administrative support to Value First, Inc. and its governing Board



## BOBBIE GUIDRY

*Vice President of Housing and Community Services*

- bguidry@leadingagemn.org
- Technical assistance for housing, home care and HCBS issues
  - Home Care/Assisted Living Committee
  - Housing Committee





**BARBARA LANDEEN**

*Director of Member and Governance Resources*

- blandeen@leadingagemn.org
- Board resources and programs
  - Marketing and promotions
  - Leadership Academy
  - Governance Advisory Group
  - Awards and Recognition Committee
  - Minnesota Association of Health Care Volunteers liaison



**JENNA SEAL**

*Director of Workforce Solutions*  
jseal@leadingagemn.org

- Health Support Specialist
- Workforce development programs
- Workforce Solutions Committee



**JONATHAN LIPS**

*Vice President of Legal and Regulatory Affairs*

- jlips@leadingagemn.org
- Technical assistance on care center licensing/certification requirements and on regulations of general applicability to all members
  - Regulatory and legislative advocacy
  - Care Center Regulatory Committee



**ELIZABETH SETHER**

*Nurse Consultant/Policy Analyst*  
esether@leadingagemn.org

- Technical assistance for skilled nursing facility and assisted living home care regulation
- Clinical Practice Committee
- Nursing Leadership Symposium
- Liaison to Minnesota Board of Nursing, Minnesota Directors of Nursing Administration, Minnesota Medical Director Association



**LORI MEYER**

*Senior Vice President and Chief Operating Officer*

- lmeyer@leadingagemn.org
- Organizational management and operations
  - Strategic initiatives
  - Member product & resource development
  - LeadingAge Minnesota Foundation



**HEIDI SIMPSON**

*Vice President of Education*  
hsimpson@leadingagemn.org

- Educational programming and professional development
- Speakers and resources
- Continuing education (CEUs)



**ASHLEY PETERKA**

*Education Coordinator*

- apeterka@leadingagemn.org
- Education program registration
  - Education support



**ADAM SUOMALA**

*Vice President of Membership and Strategic Affiliations*

- asuomala@leadingagemn.org
- Membership services and recruitment
  - Workforce Solutions Committee
  - Health Support Specialist
  - Collaborations/affiliations



**JENNY PROSSER**

*Vice President of Conferences and Sales*  
jprosser@leadingagemn.org

- Logistics and implementation of LeadingAge Minnesota signature events
- Conference exhibits
- Business Partners
- LeadingAge Minnesota Foundation Annual Golf Tournament



**KARI THURLOW**

*Senior Vice President for Advocacy*  
kthurlow@leadingagemn.org

- Legislative and administrative advocacy
- General legal advice
- Joint LeadingAge MN/MHA Post-Acute Care Committee
- Public Policy Committee
- LeadingAge Minnesota Political Action Committee
- Long Term Care Imperative

# LEADINGAGE MN SAVINGS & SOLUTIONS CENTER

Your one-stop shop for your group purchasing and insurance needs, we bring you discounts on the products and services you use every day from the leading manufacturers and service providers in health care today.



## JARED SCHEI

*President and CEO*

jschei@leadingagemn.org

- Organizational leadership
- Strategic direction
- Board of Directors
- Vendor relationship development and management

**LeadingAge™ MN**

*Savings & Solutions Center*

P 651.659.1450 OR 855.659.1450

F 651.645.0002

[WWW.VALUEFIRSTONLINE.COM](http://WWW.VALUEFIRSTONLINE.COM)



## RICK LAZZARI

*Director of Products and Services*

rlazzari@leadingagemn.org

- Emerging business trends
- New business partnerships
- Program value and effectiveness
- Alliance Purchasing

## Innovative Solutions

New products and improved service strategies are critical to your long-term operational viability. We combine contract negotiation expertise and relationships with emerging product and service providers to find solutions that make a difference for you.



## LAURA NORDAUNE

*Purchasing Advisor*

lnordaune@leadingagemn.org

- Value First and Alliance Purchasing
- Cost analysis studies
- Reviews of current purchasing under Value First and

## Purchasing Solutions

We leverage our purchasing power to bring you product and service solutions at competitive pricing through:

- **Value First:** A strategic partnership with the national buying power of MedAssets and LeadingAge; and
- **Alliance Purchasing:** Regional contracts with providers you know and trust.



## JOE O'KANE

*Insurance Advisor*

jokane@leadingagemn.org

- Insurance Solutions programs
- Member Services
- New insurance products and services

## Insurance Solutions

Through strategic partnerships with **USI Hanratty** and **Health Care Insurance Services**, we offer a full portfolio of insurance products and risk management services.

# VALUE FIRST

We leverage the collective buying power of more than 6,000 aging services providers to deliver you the best pricing and contracts on products tailored for the long term care community – *beating our competition 92 percent of the time.*



## JARED SCHEI

*President and CEO*

jschei@valuefirstonline.com

- Organizational leadership
- Strategic direction
- Value First Board of Directors
- Vendor relationship development and management



**Choices ■ Solutions ■ Savings**

P 651.659.1450 OR 855.659.1450

F 651.645.0002

[WWW.VALUEFIRSTONLINE.COM](http://WWW.VALUEFIRSTONLINE.COM)



## TRISH KORSGREN

*Director of Business*

*Development*

tkorsgren@valuefirstonline.com

- Member and owner engagement
- Sales team development
- Sales lead for all multi-site organizations



## ANDY POULOS

*Director of Marketing @ Communications*

apoulos@valuefirstonline.com

- Integrated marketing campaigns
- Sales support
- Vendor promotions



## BRIAN SMIDT

*Director of Construction Services*

bsmidt@valuefirstonline.com

- Value First construction programs
- Member capital projects
- Contracts for member savings



## KELLIE THOEN

*Member Representative*

kthoen@

valuefirstonline.com

- Cost studies
- Vendor liaison
- Member support

# **VIII. Appendix**

Membership Policy Manual







**MEMBERSHIP POLICY MANUAL  
LEADINGAGE MINNESOTA**

## CATEGORIES

The Association is comprised of two membership classes – 1) **voting** and 2) **non-voting**. Non-voting members are hereby referred to as “Associate” memberships. Within those two classes, membership categories are as follows:

- **Provider Members** – *This is the voting membership category* defined as not-for-profit providers of aging services, including care centers, transitional care, senior housing and adult day services to older adults and others in need of Long Term Services and Supports (LTSS). Investor-owned providers of senior housing are also voting members. These members are to be located in the state of Minnesota and to primarily – but not exclusively – serve older adults.
- **Stakeholder Members** – *This is an Associate membership category* defined as organizations or individuals aligned with and in support of the mission of LeadingAge Minnesota but not eligible for membership in the Provider or Business Partner categories.
- **Business Partners** – *This is an Associate membership category* defined as individuals or companies providing products or services to the aging services field.



Members that are part of a multi-site organization must join all eligible parts of the organization. This is commonly referred to as the “all or none” policy.

All individuals or organizations must join the Association at the highest level of membership for which they are eligible.

Within those three categories, membership is further structured as follows:

VOTING MEMBERSHIPS	ASSOCIATE MEMBERSHIPS
<p><b>Voting Type 1:</b> Not-for-profit or state operated providers of:</p> <ul style="list-style-type: none"> <li>• care centers;</li> <li>• transitional care;</li> <li>• senior housing; and</li> <li>• adult day services</li> </ul>	<p><b>Associate Type 1:</b> Investor owned or state operated providers of:</p> <ul style="list-style-type: none"> <li>• care centers;</li> <li>• transitional care; and</li> <li>• adult day services.</li> </ul>
<p><b>Voting Type 2:</b> All investor owned providers of senior housing</p>	<p><b>Associate Type 2:</b> Organizational Stakeholders</p>
	<p><b>Associate Type 3:</b> Individual Stakeholders, with following subtypes:</p> <ul style="list-style-type: none"> <li>A. Students</li> <li>B. Faculty of colleges and universities</li> <li>C. Honorary members</li> <li>D. Retired professionals formerly associated with a LeadingAge MN member</li> <li>E. Family members and caregivers</li> <li>F. Professionals in the field not otherwise eligible through organizational memberships</li> </ul>
	<p><b>Associate Type 4:</b> Business partners</p>

Memberships under discussion for addition in the future:

- **Voting Type 1:** Not-for profit providers of home care services
- **Voting Type 1:** Not-for profit providers of hospice/palliative services
- **Associate Type 1:** Home care services
- **Associate Type 1:** hospice/palliative services

## DEFINITIONS

All individuals or organizations must join at the highest level of membership they are eligible.

### *Voting Type I:*

- **Care Center** is defined as a licensed, not-for-profit nursing home or board and care home in the state of Minnesota.
- **Transitional Care** is defined as a not-for-profit or state operated establishment licensed as a nursing home and/or registered housing-with-services providing solely transitional care services in the state of Minnesota.
- **Senior Housing** is defined as not-for-profit or state operated independent or housing-with-services establishments, including apartments, town homes, cooperatives, group homes or residential care homes for primarily but not exclusively older adults in the state of Minnesota.
- **Adult Day Services** is defined as licensed and unlicensed not-for-profit adult day service programs in the state of Minnesota.

### *Voting Type II*

- **Investor-owned Providers of Senior Housing** is defined as investor-owned independent or housing-with-services establishments, including apartments, town homes, cooperatives, group homes or residential care homes for primarily but not exclusively older adults in the state of Minnesota.

### *Associate Type I*

- **Care Center** is defined as a licensed investor-owned or state operated nursing home or board and care home in the state of Minnesota.
- **Transitional Care** is defined as an investor-owned establishment licensed as a nursing home and/or registered housing-with-services providing solely transitional care services in the state of Minnesota.
- **Adult Day Services** is defined as licensed and unlicensed investor-owned adult day service programs in the state of Minnesota.

### **Associate Type II**

- **Organizational Stakeholder** is defined as an organization involved in the field of older adult services that shares the values of LeadingAge Minnesota but is not eligible through another category.
- **Individual Stakeholder** is defined as a person involved in the field of aging services not otherwise eligible through organizational memberships, including:
  - A. Students of colleges and universities engaged in studies related to aging issues, healthcare administration, gerontology or occupations serving the field of older adult services.
  - B. Faculty of colleges and universities whose primary focus is related to aging issues, healthcare administration, gerontology or occupations serving the field of older adult services.
  - C. Honorary membership is defined as a retired professional of distinction, formerly associated with a LeadingAge Minnesota member, elected by the voting membership following nomination by the Board of Directors. Honorary members pay no dues and may attend Association events at no registration fee.
  - D. Retired professionals formerly associated with a LeadingAge Minnesota member.
  - E. Family members and informal caregivers of older adults.
  - F. Professionals in the field not otherwise eligible through organizational memberships.

### **Business Partners**

- **Business Partner** is defined as a company providing products or services to providers of older adult services.
- **Sole-Proprietor Business Partner** is defined as a sole-proprietor company providing products or services to providers of older adult services.

### **APPLICATION PROCESS**

Membership applications shall be provided electronically on the LeadingAge Minnesota website or in printed formats upon request. Applications shall be designed to collect:

- Organization and Primary Contact Information;
- Ownership Type;
- Parent organization information;
- Management company information;
- Other key contacts;
- Communication subscriptions; and
- Basic profile information.

Upon receipt, LeadingAge Minnesota shall send a confirmation acknowledging the application and guest membership will be activated within 24 hours of receipt, until the Board of Directors takes formal action at their next scheduled meeting.

A detailed profile of the prospective member shall be provided to the LeadingAge Minnesota Board for formal approval. All membership applications are conditional until approved by the Board and before becoming members must remit necessary dues.

## **ESTABLISHING DUES**

Membership dues for voting members are set by the voting members at the Annual Meeting or a special meeting after consideration by the Finance and Audit Committee and the Board of Directors. If needed, the Board can set an interim dues for new voting member categories between meetings.

The Board of Directors sets all non-voting membership dues based on recommendations of the Finance and Audit Committee – which is responsible for monitoring and supervising the overall financial operation of the Association.

## DUES AMOUNTS BY MEMBERSHIP CATEGORY

VOTING MEMBERSHIPS	PROPOSED DUES	ASSOCIATE MEMBERSHIPS	PROPOSED DUES
<p><b>Voting Type 1:</b> Not-for-profit providers of:</p> <ul style="list-style-type: none"> <li>• care centers;</li> <li>• transitional care;</li> <li>• senior housing; and</li> <li>• adult day services</li> </ul>	<p>Provider members pay dues via a revenue-based formula, which unless otherwise noted, will be consistent across service lines.</p>	<p><b>Associate Type 1:</b> Investor owned or state operated providers of:</p> <ul style="list-style-type: none"> <li>• care centers;</li> <li>• transitional care;</li> <li>• adult day services;</li> </ul>	<p>Provider members pay dues via a revenue-based formula, which unless otherwise noted, will be consistent across service lines.</p> <p>Investor owned providers will receive a 25% discount in dues; state operated providers will receive a 50% discount in dues.</p>
<p><b>Voting Type 2:</b> All investor owned providers of senior housing</p>		<p><b>Associate Type 2:</b> Organizational Stakeholders</p>	<p>Organizational stakeholders will have annual dues of \$260.</p>
		<p><b>Associate Type 3:</b> Individual Stakeholders, with following subtypes:</p> <ul style="list-style-type: none"> <li>A. Students</li> <li>B. Faculty of colleges and universities</li> <li>C. Honorary members</li> <li>D. Retired professionals formerly associated with a LeadingAge MN member</li> <li>E. Family members and caregivers</li> <li>F. Professionals in the field not otherwise eligible through organizational memberships</li> </ul>	<p>Individual stakeholders will have annual dues of:</p> <ul style="list-style-type: none"> <li>A. \$0</li> <li>B. \$50</li> <li>C. \$0</li> <li>D. \$50</li> <li>E. \$185</li> <li>F. \$185</li> </ul>
		<p><b>Associate Type 4:</b> Business partners</p>	<p>Business partners will have annual dues of \$1,200 with the exception of sole-proprietor business partners, which will be \$600.</p>

## DUES CALCULATION

### **Millage**

The Association uses a dues millage system for the purposes of establishing greater dues equity among its diverse membership and positioning the Association to respond to a changing marketplace.

### **Data Collection**

Members must annually report their adjusted gross revenue by the end of September.

### **Revenue**

LeadingAge Minnesota assesses dues based on the annual adjusted gross revenue of individual organizations by building. This includes all revenue directly supporting a building, including adult day and home care service provided by the organization to residents in that organization. Revenue excludes interest earnings, charitable donations, and unrelated business income such as child care, community meals programs, in-house pharmacy, clinic revenue, and in-house therapy.

### **Millage Formula**

LeadingAge Minnesota applies a “mil rate” for each organization/ building at three revenue levels. For 2016 dues, they are as follows.

<u>Total Adjusted Gross Revenue:</u>	<u>Mil Rate</u>
Up to \$13,146,019	.00110
From there to \$26,292,037	.00020
Above \$26,292,037	.00001

Thresholds are annually indexed by 2 percent, and mil rates are held constant.

### **Campus Recognition**

If an organization operates more than one building on a contiguous campus, reported revenues are aggregated before applying the millage formula.

### **Dues Caps**

For 2016 dues, the dues cap for care centers is \$169 per bed, and the cap for housing is \$91.56 per unit. These caps do not apply to members that are part of a campus and eligible for a campus discount. Caps are indexed annually by 2 percent.

### **New Members**

To help new members integrate membership dues into their budgets, LeadingAge Minnesota has developed what is known as the “1-2-3 Program.” In this program, new members are assessed one-third of their dues for the first year, two-thirds the second year, and full dues the third year. When members join during the year, a designated staff member will establish a pro-rated dues amount based on remaining months in their first year and identify the year their 1-2-3 program starts. A former member that renews membership only qualifies for the 1-2-3 program if they have not been a member for at least three years. New members with no history of revenues will be granted membership at no cost for a maximum period of two years or until revenues earned apply to millage calculations.

Unless an organization is applying for initial membership does not have any revenue to report, the membership application will be approved only if the applicant reports revenue. This policy will apply regardless of whether the dues for the remainder of the current year or the next year are to be based on the millage formula.

### ***Discounts***

In addition to the new member discounts listed above, there are two discounted rates that apply to Associate Type 1 members:

- Investor owned providers will receive a 25% discount in dues.
- State operated providers will receive a 50% discount in dues.

### ***Dues Penalty***

If a member does not report revenue, dues are increased by 10% over the most recent dues amount invoiced. If the non-reporting continues, the increases compound at 10% per year until the member reports revenue. Every effort will be made to solicit revenue information in an easy and trusted way for the member.

For current members with no history of reported revenues, revenues will be imputed at the level of the 75<sup>th</sup> percentile of the membership category. For returning members that have historically reported revenues but not reported revenues since rejoining the Association, LeadingAge Minnesota will use historical revenues and inflate those revenues forward the appropriate number of years by inflation adjustments assumed in each year.

## **FINANCIAL HARDSHIP**

### ***Default in Payment***

If membership dues are not paid within 60 days of their due date, the President shall notify the member in arrears. If dues are not paid within 30 days after, membership will be suspended until they are paid in full. If they are unpaid by the end of the fiscal year, the suspended member will be removed from membership. The Executive Committee may modify this plan as needed.

### ***Dues Forgiveness***

Recognizing circumstances may arise wherein a member in good standing of LeadingAge Minnesota cannot, in a given year, pay the full amount of their assessed dues, the LeadingAge Minnesota Executive Committee may, upon request, provide partial or full membership dues forgiveness in an amount to be determined on a case-by-case basis. Members seeking dues forgiveness based on financial hardship are asked to submit their request in writing to the President and CEO. Any dues forgiveness granted applies only to the current fiscal year.

Dues forgiveness will be reported to and monitored in aggregate by the Finance and Audit Committee.

### ***Invoicing***

LeadingAge Minnesota invoices annually for membership dues. Invoices are mailed in December for the following calendar year membership. All dues payments are due in January and must be remitted no later than June 1 to remain in good standing.

### ***Prompt Payment Discounts***

Provider members may be eligible for prompt payment discounts if dues are paid by cash/check (not by credit card). Any prompt payment discounts must be recommended by the Finance and Audit Committee no later than mid-November. The approval of discounts is the responsibility of the LeadingAge Minnesota Board of Directors in conjunction with their approval of the Association's operating budget.

## **NATIONAL PARTNERS**

### ***Argentum Membership Dues***

LeadingAge Minnesota is Argentum's Minnesota affiliate. Argentum dues do not appear on the LeadingAge Minnesota invoice. They are billed by and paid directly to the Argentum national office. LeadingAge Minnesota is Argentum's Minnesota state affiliate.



We encourage, but do not require membership in this national organization for senior living providers.

### ***LeadingAge National Membership Dues***

LeadingAge Minnesota is LeadingAge's state partner. If an organization is a member of LeadingAge national, their annual dues invoice will include assessed LeadingAge dues. These are calculated on a millage system similar to LeadingAge Minnesota and are based on the revenue reported to LeadingAge Minnesota.



All new non-profit members of LeadingAge Minnesota are required to be LeadingAge national members.

The following pages outline how LeadingAge Minnesota should proceed in processing LeadingAge national membership dues.

## LEADINGAGE NATIONAL DUES

### ***How are LeadingAge national dues calculated?***

LeadingAge national dues are calculated on a millage rate system, based on a member organization's program service revenue, audited financials or annual P&L statement. Program service revenue is defined as the revenue an organization receives from aging services. It EXCLUDES unrelated items such as interest, realized and unrealized gains or losses, special events/activities and charitable contributions.

Program revenue activities are "primarily those that form the basis for an organization's exemption from tax," according to the IRS. Program service revenue is reported on Part I, Line 9 of the 990 form filed with the IRS, or may be identified in an organization's Medicaid cost report or year-end financial statement.

- It is the responsibility of the state association to collect the most recently reported year program service revenue (PSR) from all their members every year and enter this updated information into MDC.
- When a new member joins, their PSR from the most current year must be entered at the same time the member is entered into MDC by the state association.
- If the PSR is not provided by the new or current member, contact the Member Relations & Records Manager to discuss a temporary solution. GuideStar reports may be used to acquire the PSR figure. Note – since a GuideStar report does not provide the most current data, please note the PSR year.

Any exceptions to these procedures are to be approved by a Member Relation's vice president prior to offering a reduction in dues to a new or current member.

### ***Standard Millage-rate Dues***

If Program Service Revenue is...	Dues are...
Revenues 0 - \$999,999	Revenue x .0004
Revenues \$1,000,000 – 9,999,999	Revenue x .00035 + \$50
Revenues \$10,000,000 and over	Revenue x .00030 + \$550

National Dues can never be less than \$350, except for new members who may be paying 50% the first year (see section on New Members below). Maximum dues are capped at \$9,189 unless members participate in the Corporate Member Program (see section on Corporate Member Program below).

### ***Equalization Factors***

The \$50 and \$550 figures in the second and third millage tiers in the millage chart are equalization factors, or fixed rate factors. They are necessary in order for the tiers to be distinct. Without them, a member with revenue in the lower end of the higher tier would pay less dues than a member with revenue in the higher end of the lower tier. The intent is to tier a millage rate to a revenue range; without these factors, the ranges would not be equitable.

### ***Dues Formula Exceptions***

- Flat-rate Dues
- New members who are under construction: \$350/year
- Public Housing Authorities: \$350/year per public housing authority
- Senior Centers: \$350/year per center
- Villages: \$175/year per village

### ***Complimentary Memberships***

On occasion, LeadingAge and the state association may agree to provide a complimentary membership to an organization that has decided to join, but needs a brief time frame to financially accommodate dues payment. The maximum allowable time frame for a complimentary membership is one (1) year. A complimentary member is noted on the state's pro forma invoice in the Category column as "COMP." Organizations with complimentary memberships are counted as members and are entitled to all member benefits.

*A Vice President of Member Relations must approve all temporary complimentary memberships.*

### ***Trial Memberships***

Trial Memberships may be extended to prospective organizations as a way to offer them a no-cost, time-limited experience of member value with the state and national associations. Under a trial membership, a prospective member is given a brief period of time to receive membership benefits without being required to pay membership dues for a maximum allowable time frame of one (1) year. Organizations with trial memberships are not included in the LeadingAge official member count, but they are entitled to all member benefits during the trial membership period.

*A Vice President of Member Relations must approve all LeadingAge trial memberships.*

### ***For-Profit Management Companies***

For profit management companies who manage not for profit member communities will no longer be given automatic membership when 2 or more join. LeadingAge considers these companies as potential corporate alliance members.

### ***Corporate Member Program***

Corporate members use the same calculation as Standard Millage-rate members, except that the \$9,189 cap is removed. The Corporate Member Program is a way for a multi-site organization (MSO) to write one dues check for all of its communities who are members in one state rather than individual checks for each. Not every provider site affiliated with the MSO need participate in the program, but at least two provider sites must participate. This check represents the calculated millage for an MSO based on the aggregated program service revenue of all of its sites and is, therefore, not subject to the per member site dues cap of \$9,189. If a Corporate Member wishes to join a new site under construction, the \$350 under construction dues apply. Once operational, the corporate member must include the new site's program service revenue number in its program service revenue total; thus increasing the total dues amount. If you have an MSO in your state interested in this program, please contact a Vice President of Member Relations for details.

### ***New Members***

This section addresses new members and how to handle various situations that may apply to them. Please note that if your state is not on a January 1 – December 31 dues year, MDC has been changed to accommodate this difference.

### ***New Members Who Join in the First Half of a Dues Year***

New members will pay 50% of their calculated millage dues the first year of membership and full dues in the second and future years. If a new member's dues calculation is at the minimum dues of \$350, their dues will be \$175 the first year; subsequently, the dues will be at the full rate the next year (i.e., dues should not be less than the minimum dues of \$350 for the second year).

### ***New Members Who Join in the Second Half of a Dues Year***

These members will begin to receive the full benefits of membership immediately, and will begin paying dues at the beginning of the next dues year. They will have this complimentary membership for the second half of the initial membership year only. Beginning in their first full year of membership, the member will pay 50% of full dues.

### ***Communities that Join While Under Construction***

Members that join under the category of "Under Construction" shall pay the flat rate of \$350. Once the community becomes open/operational, the first year's dues shall be calculated on projected revenue reported in its annual operating budget and the millage formula applied. The 50% reduction rule will be applied. The second year of operation, dues will go to full millage.

When reporting program service revenue, a community that is transitioning from the category of "Under Construction" to open/operational status should follow the same guidelines as a "New Community in First Year of Operation" (see below). If a community under construction is part of an MSO, the dues are \$350.

### ***New Communities in First Year of Operation***

A new community - in its first year of operation - that does not have a filed IRS 990, a completed audit and/or financial statement, shall have its dues calculated based on the projected revenue reported in its annual operating budget.

### ***Reinstated Members***

This section addresses communities who were formerly members, canceled membership, and are now reinstating membership. In general, reinstated members follow the same rules as new members, except as follows: Reinstated members DO NOT receive the 50%-off first-year dues that new members receive if they reinstate within 5 years of their cancellation date. After 5 years, a member is considered new.

### ***Terminated & Dropped Members***

If a member is terminated or dropped, and that member is reinstated within 5 years, they will return to membership at their fully calculated millage dues.

### **Minimum/Maximum Dues**

LeadingAge has established an annual, minimum dues amount of \$350, and a maximum dues amount of \$9,189 per member. The maximum will increase each year based on the Consumer Pricing Index.

### **Hardship Policy – Dues Reductions**

None of us can afford to lose money on members over the long term, but we understand that members can face short-term hardships and we need to be sensitive to those individual situations. LeadingAge will offer two possibilities for member-specific hardship cases: either a complimentary membership or a 50% reduction in dues for one (1) year. At the end of that year, a decision will be made regarding the need for continuation of dues reductions.

We will agree to these reductions only if the state matches the dues reduction, and the member is not paying dues to a competing association. Communication with a Vice President of Member Relations about each of these situations is essential and critical *prior* to offering any reductions to the member community.

*A Vice President of Member Relations must pre-approve all LeadingAge dues reductions.*

### **Criteria used when creating a hardship policy:**

- Request that the member put the hardship request and financial reasons in writing
- Determine the member's level of participation in and support for the association
- Consider the length of membership
- Confirm whether the member belongs to any competing associations
- Consider member's current occupancy levels

### **Dues Billing Cycle**

*Dues Year: January 1-December 31*

- State Partner staff must update program service revenue in MDC and review for accuracy prior to distributing membership renewals. **All updates to the program service revenue and year must be made in MDC using the Program Revenue Entry Form. Every member record must be updated each year.**
- Pro forma invoices are available in MDC for states to review program service revenue and estimated dues for the coming year 2 months prior to the end of your State's dues cycle, October 1.
- If, upon reviewing your state's pro forma invoice, you identify a discrepancy in the amount to be charged to a member, please update the member record in MDC **no later than October 31**.
- LeadingAge will invoice states annually for dues at the beginning of January; however, per our alignment agreement, states may pay quarterly **based on dues collected to date**. Payment in full upon receipt (rather than quarterly) is encouraged. States can view quarterly statements reflecting payments made, outstanding balance, new member gains and terminated members on MDC at any time. Any discrepancies or information about members at risk of nonpayment must be reported to the Member Relations & Dues Manager.
- Dues payments are due to LeadingAge within 30 days from receipt of invoice, and payments are expected each quarter on the remaining balance, if any.

**State Payments & Documentation**

State Partners retain 15% of the total dues collected on National's behalf. Once members' dues are collected, the agreement is that remittance of these dues will include eighty-five percent (85%) of the total amount owed to LeadingAge.

When submitting payments, documentation must be submitted in hard copy with the check and an electronic copy of the supporting documentation sent to the Member Relations & Dues Manager, whether paying annually or quarterly, this documentation should contain:

- Member name
- Total dues invoiced
- Member payment

Any discrepancies between the amounts billed and amounts paid to us must be accompanied with an explanation.