

LeadingAge[®] Minnesota

2019

Annual Meeting & Leadership Forum

September 17-20
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Welcome to Annual Meeting & Leadership Forum

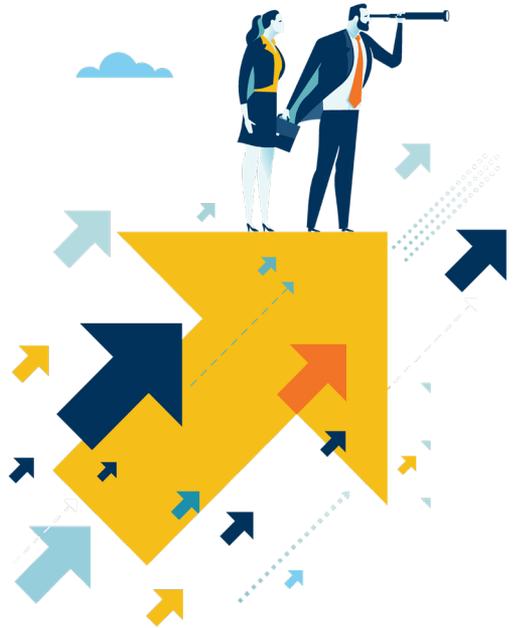
This has been a year of significant disruption and challenge. But also, one of tremendous opportunity, collaboration and progress. Our future is changing – and in many ways, we do not yet know what it holds.

We are up to this challenge! Together, we can find clarity in chaotic times.

Annual Meeting is the place where leaders with vision have always gathered to form community, to assess our challenges and opportunities and to formulate strategies. This year, more than ever, we hope you will join us for our annual leadership conference. There is much at stake for our future.

*“We are wiser
when we engage in
collective courageous
thinking. We are
stronger when we
band together with
unwavering commitment
to seniors and our
communities.
We are **better together**
– achieving
that which none
of us can do alone.”*

*~Nancy Stratman, Chair,
LeadingAge Minnesota
Board of Directors*



Schedule of Events

Tuesday, September 17

Noon – 12:45 p.m.

Golf Registration and Lunch

Sponsored by  Elim Preferred Services
INCORPORATED

1 p.m.

Golf Social Shotgun Start

5 – 7 p.m.

19th Hole Meet & Greet Reception

Open to all Annual Meeting participants.



Wednesday, September 18

7:30 – 8:15 a.m.

New Faces Breakfast

Sponsored by  greatcall.

New to Annual Meeting? We invite you to join other newer members over breakfast for a casual conversation and overview of the Annual Meeting experience – the sessions, activities and networking opportunities available throughout the week. No pre-registration needed, but you must either be on the Madden's meal plan or pre-purchase a breakfast ticket before Sept. 3 to participate.



Facilitator: Adam Suomala, Vice President of Membership and Strategic Affiliations, LeadingAge Minnesota, St. Paul

9 – 11 a.m.

Opening General Session Welcome, Awards, Keynote

Sponsored by 

Ziegler



Culture Hacking

Robert Richman, Culture Strategist, Author, San Diego, Calif.

What is culture hacking? It's a way for anyone at any level of an organization to shift the culture. Get ready for a fast-moving, action-packed session all about culture and how to change it fast using the power of hacking. Meet Robert Richman, former Culture Strategist for Zappos who built Zappos Insights and has helped improve the employee culture for hundreds of companies.

You'll learn the key concepts of culture in the workplace, what drives it, and eye-opening insights that will have you rethinking what you know about culture.

Rob has pioneered a number of innovative techniques to build culture, and in this interactive session he will deliver a set of high-leverage tools you can use immediately to create long-term improvements.

*Robert Richman is a culture strategist and author of the book, *The Culture Blueprint*, a systematic guide to how a workplace can help people grow, inspire amazing service and ultimately drive revenue through amazing culture. Robert graduated from Northwestern University with a degree in film, as well as from Georgetown University's Leadership Coaching Program.*

**It's like
getting an
MBA in culture
in under
two hours.**

11 a.m.

Break



Sponsored by **KRAUS-ANDERSON**



11:15 a.m. – 12:15 p.m.

General Session

Commissioners' Forum

Jan Malcom, Commissioner, Minnesota Department of Health, St. Paul (invited)
and Pam Wheelock, Acting Commissioner, Minnesota Department of Human Services, St. Paul (invited)

12:15 – 1:15 p.m.

Lunch

1:15 – 2:15 p.m.

General Session

LeadingAge National Town Hall

Join us for an engaging conversation to help inform public policies and activities in the next year. This is our unique opportunity to advise the LeadingAge national staff and board about the challenges and barriers we face as providers and how we can work together. Share what's working and what's not, your ideas for solutions and the questions on your mind. This isn't just for policy wonks; we encourage all members to attend and share in the conversation.

2 – 2:15

Break

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FINANCIAL



2:30 – 3:30 p.m.

CONCURRENT SESSIONS

Session #1

Culture Hacking: Practical Application Workshop

- Using concepts discussed in his keynote, Rob Richman will explore your role as a leader in culture hacking.
- Learn how to use simple hacks that will help you drive accountability.
- Apply strategies that U.S. Navy Seals use to achieve high performance.
- Adopt the results-oriented practices elite athletes use to accomplish their goals.

Robert Richman, Culture Strategist, Author, San Diego, Calif.

Session #2

Perspectives and the Latest News on the Transition to Assisted Living

- Increase your knowledge about Minnesota's Assisted Living Licensure Law and compare the new law to current statutory requirements.
- List the key dates when the new laws go into effect to help your organization prepare in time.
- Evaluate the potential impact of this new legislation on your operations so you can prioritize your responses.

Anne Peterson, Principal Planner and Nicole Stockert, Policy Analyst, Minnesota Department of Health, St. Paul

Session #3

Medicare Advantage: Positioning Your Organization in a Changing Landscape

- Gain knowledge of the changing landscape of Medicare Advantage plans.
- Describe how older adult services providers are positioning themselves to respond to and partner with Medicare Advantage plans.

Jonathan Lips, Vice President of Legal and Regulatory Affairs, LeadingAge Minnesota, St. Paul and Olivia Mastry, JD, MPH, Founder, Collective Action Lab, Minneapolis

3:30 – 3:45 p.m.

Break

Sponsored by





3:45 - 4:45 p.m.

CONCURRENT SESSIONS

Session #4

Data, Dollars and Decisions: The Science of Leadership

This perennial favorite is back with the CEO panel engaging in a wide-ranging and candid conversation. Gain valuable insights from lessons learned, challenges embraced and risks evaluated.

Bob Dahl, CEO, Cassia, Edina; Dan Johnson, President and CEO, Catholic Elder-care, Minneapolis; Shelley Kendrick, President and CEO, Ecumen, Shoreview; Barbara Klick, CEO, Sholom Community Alliance, St. Louis Park; Dan Lindh, President and CEO, Presbyterian Homes and Services, Roseville; Jon Lundberg, President and CEO, Ebenezer, Minneapolis; and Jon Riewer, President and CEO, Eventide Senior Communities, Moorhead

Session #5

Department of Human Services HCBS Updates and Initiatives

- Receive the latest information on the HCBS Settings Rule.
- Learn about a new grant program for Elderly Waiver Customized Living providers who serve a high percentage of EW clients.
- Discuss Minnesota's new Assisted Living Licensure Law and its impact on HCBS waivers.
- Get an update on the Assisted Living Report Card.
- Learn about the Adult Day Licensing Standards Initiative.

Rachael Shands, HCBS Policy Integration Manager, Aging and Adult Services Division, Minnesota Department of Human Services, St. Paul

4:45 p.m.

Adjourn for the day



6 – 9 p.m.

The Happening: G'nosh and Games

Sponsored by **DOUGHERTY & COMPANY LLC**
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We've got your ready-made Wednesday night dinner and entertainment plans right here. Grab your buddies or come solo to meet new friends for a casual, easy evening with scrumptious food, music and fun. Competitive throw-back games, canvas painting or test your skills at Hammerschlagan! Lederhosen optional.

The fun goes from 6 – 9 in Town Hall.

\$50 per person, cash bar. Pre-registration required.

Thursday, September 19

7:30 a.m.

Annual Business Meeting

8:45 – 10:30 a.m.

General Session

Disruptions and the Future of Senior Living

Robert Kramer, Founder and Strategic Advisor to the National Investment Center, shares business intelligence on the disruptive changes predicted in seniors housing and services.



Learn how to apply trend data to anticipate how these factors may impact your organization's future. Start with a snapshot view of current market conditions, then hear national trends that are impacting Minnesota markets. Together, we'll explore the key concepts defining and shaping the future of senior living.

By understanding four key concepts and four key drivers, you can develop successful strategies to strengthen your organization's ability to remain vital to your community and your stakeholders into the future.

Robert Kramer, Founder and Strategic Advisor, National Investment Center for Seniors Housing and Care, Annapolis, Md.

Includes a 15 minute break

10:30 – 10:45 a.m.

Break

10:45 – 11:45 a.m.

CONCURRENT SESSIONS

Session #6

The Forgotten: Serving Middle Income Seniors

- Know what the National Investment Center's (NIC) middle market housing study is forecasting for seniors 75+ for the next 10 years.
- Anticipate how the NIC's predictions for size, demographics, health needs and financial resources for middle-income seniors will likely impact your organization.
- Identify strategies for meeting the needs of this cohort group into the future and what you need to do now to prepare.

Robert Kramer, Founder and Strategic Advisor, National Investment Center for Seniors Housing and Care, Annapolis, Md.

Session #7

The Future of the Small Rural Freestanding Care Center

- Describe the current financial status of Minnesota's freestanding rural care centers from a recent study by the LTC Imperative including annual operating margins, payor sources and accounts receivables.
- Discuss the impact of important workforce trends such as vacancies, turnover in positions and other key data.
- Learn from a panel of small rural freestanding care center leaders as they describe their experiences in trying to meet their respective communities' needs, what data and trends they regularly monitor and how they deal with mid-course directional changes when things don't go as planned.

Dennis Anderson, Senior Vice President and CFO, Pathway Health, Lake Elmo; Jeff Bostic, Director of Data and Financial Policy, LeadingAge Minnesota, St. Paul; Cheryl Gustason, Administrator, Field Crest Care Center, Hayfield; Christopher Knoll, CEO, Minnewaska Community Health Services, Starbuck; and Penny Solberg, President/CEO, Spring Valley Care Center, Spring Valley

Session #8

An Ounce of Prevention: Avoiding Discrimination Claims

- Appreciate that as a leader your own word choices and every day interactions with others impact the overall working environment – as do those of your staff.
- Learn to recognize discrimination of all kinds and to understand applicable personnel policies and procedures.
- Take home practical tips and techniques for handling scenarios in the workplace so you can minimize legal exposure and costs.

Joshua Heggem, MSBA Board Certified Labor and Employment Law Specialist, Pemberton Law, Fergus Falls

11:45 a.m. – 12:45 p.m.

Lunch



1 – 2 p.m.

CONCURRENT SESSIONS

Session #9

Insights and Strategy on the Future of Care Center Payments

- Describe Value Based Reimbursement (VBR) trends in rates and costs, salary and benefit cost trends, total state spending on nursing facility services both actual and forecast.
- Learn about trends in closure of care centers, reduction in care center beds, and the impact of those trends on average care center size.
- Discuss the impact of the VBR quality incentive and a new approach for measuring overall quality to include short stay residents.
- Become familiar with the Fair Rental Value property system that will be used for future Moratorium Exception Projects.
- Compare Star Ratings to financial performance.
- Receive updated information on provider payment trends under Medicare Advantage and the development of I-SNPs.

Valerie Cooke, Division Director, Minnesota Department of Human Services, St. Paul; and Greg TaBelle, Reimbursement Director, CliftonLarsonAllen LLP, Minneapolis

Session #10

Safe Care for Seniors: Using Communication and Optimal Resolution (CANDOR)

- Become familiar with a person-centered approach to having difficult conversations that emphasizes early empathetic communication of adverse events that also provides early and ongoing peer support to staff.
- Participate in a human factors-based event review that is transparent, proactive and seeks to achieve a fair resolution for the individual, their family and staff.
- Explore evidence, best practices and lessons learned in assisting your organization to assess readiness and integrate a CANDOR approach into your resident/client safety programs.

Martin J. Hatlie, JD, Co-Director, Center for Open and Honest Communication and Timothy McDonald, MD, JD, President, MedStar Institute for Quality and Safety, Washington, D.C.



Session #11

Let's Get Real About Social Media in the Workplace: Legal Guidance for Employers

- Recognize the serious implications of social media use by managers, as well as employees.
- Understand the consequences of social media activity and gain talking points to help the people you supervise think twice before they post.
- Become familiar with effective strategies to address workplace issues that arise from social media use and/or to proactively avoid mishaps.
- Take home recommendations on personnel policies and procedures implicated by social media use, such as technology acceptable use, off-duty conduct, data practices establishing boundaries and safeguards in employee communication.
- Explore real life case studies that have resulted in serious criminal, employment or other consequences.

Joshua Heggem, MSBA Board Certified Labor and Employment Law Specialist, Pemberton Law, Fergus Falls

2 – 2:15 p.m.

Break

2:15 – 3:15 p.m.

CONCURRENT SESSIONS

Session #12

PDPM: Long-Range Financial Strategies

- Understand the unique role each member of the interdisciplinary team (IDT) plays in achieving success under PDPM and what you as a leader can and must do to engage them.
- Explore how PDPM fits into the broader healthcare payment landscape.
- Identify strategies that will enhance your organization's ability to succeed under PDPM.

Kristin Jacobson, Director, Health Care Team, CliftonLarsonAllen LLP, Minneapolis



2:15 – 3:15 p.m.

CONCURRENT SESSIONS *cont'd.*

Session #13

Leadership Rounding: A Strategy for Safe Care

- Understand how Senior Leadership Rounding can foster relationships, create a culture of trust, promote both safety and high performance and improve engagement of staff across your organization.
- Learn key strategies, steps, helpful tips and tools to implement effective Senior Leadership Rounding in your organization.
- Explore how the goal of this technique differs from, but complements, other types of rounding, such as environment of care/safety rounds.

Julie Apold, Vice President of Quality and Performance Excellence, LeadingAge Minnesota, St. Paul and Dan Johnson, President and CEO, Catholic Eldercare, Minneapolis

Session #14

The Leader's Role in Developing an Inclusive Workplace – Workshop Part 1

(Register for sessions #14 and #16)

- Increase your awareness about the importance of creating an inclusive, responsive and accessible organization.
- Understand the business imperative for diversity and inclusion.
- Discuss unconscious bias and cultural awareness on both personal and organizational levels.
- Explore a strategic process that will allow you to identify organizational blind spots and determine a forward course of action.

Cecilia Stanton Adams, CEO and Malissa Stanton Adams, COO, Stanton Adams, LLC, Minneapolis

3:15 – 3:30 p.m.

Break



3:30 – 4:30 p.m.

Session #15

The Home Stretch: Requirements of Participation Phase 3

- Describe the key Phase 3 Requirements of Participation for care centers scheduled to go into effect on November 28, 2019.
- Review CMS Final Rule for Phase 3 Requirements of Participation for components that are required and those that are delayed.

Sue Boyd, Director of Clinical Care and Nurse Consultant and Jonathan Lips, Vice President of Legal and Regulatory Affairs, LeadingAge Minnesota, St. Paul

Session #16

The Leader's Role in Developing an Inclusive Workplace – Workshop Part 2

See Session #14 for session description.

Cecilia Stanton Adams, CEO and Malissa Stanton Adams, COO, Stanton Adams, LLC, Minneapolis

Session #17

Mindfulness Skills for Healthy Leadership

- Learn what mindfulness is, what it isn't, the research behind it and the benefits of practicing it.
- Understand the body's natural stress response and receive everyday tips to enhance your wellbeing and resiliency, even under the most trying times.
- Practice mindfulness meditation techniques that you can later use on your own.
- Explore the relationship between the practice of mindfulness and the role it may play in enhancing your ability to become a more impactful, authentic leader.

Mariann Johnson, Mindfulness and Wellbeing Instructor, Author on Mindful Leadership, Earle E. Bakken Center for Spirituality and Healing, University of Minnesota, Minneapolis

4:30 p.m.

Adjourn for the day

8:30 – 10:30 p.m.

College Night Tailgating with a Twist

Show your college pride! Don your sporty college gear and join us for Thursday night football, music, lawn games, beverages and snacks – what we're calling *Tailgating with a Twist!* Golden Gophers? Wisconsin Badgers? Concordia Cobbers? Whatever your alma mater, join us on the Madden Inn Deck. Mascots optional.



Friday, September 20



Co-hosted with

Minnesota Hospital Association

9 a.m.

General Session



The Future of Healthcare: From The Flintstones to The Jetsons

Rubin Pillay, MD, PhD, Assistant Dean for Global Health Innovation at the School of Medicine, and Chief Innovation Officer of the Health System, University of Alabama, Birmingham, Ala.

The winds of change are blowing, and a new health economy is emerging – one shaped by technology and digitization, the shift of people served from passive receivers of health care and services to informed consumers and empowered prosumers, or producers of services.

In this powerful and animated presentation, Dr. Pillay takes us on a journey that explores the key trends propelling the transformation of healthcare: significant technological innovations and their convergence; the decentralization of care delivery models and the emergence of new business models and novel partnerships; the move from volume to value; and the disruption of the insurance market to outsourcing; and the rise of wellness and prevention.

The fascinating thing about this science fiction tale is that it's becoming reality; and change is happening so fast that linear and analog thinking in this digital world will just not work. Explore the leadership, operational, business model and clinical implications of this new era, as well as the implications technology will have on rural providers.

Rubin Pillay, MD, PhD is a Family Physician and Clinical Pharmacologist who holds a PhD in Business Administration, an MBA and an MSc in Health Management. He has a 28-year career in healthcare as a clinician, academic, leader, innovator and entrepreneur. He has substantial international teaching and consulting experience and a global reputation as a healthcare and innovation management specialist.

10 – 10:20 a.m.

Break

10:20 a.m.

Endnote

Innovation is Everyone's Job!

Dr. Jackie Freiberg, Consultant, Professor, Author, San Diego, Calif.

Innovation is not for the faint of heart – it's risky, it's messy and for many, it's quite daunting. While it doesn't have to be overly complex or costly, it does require us to push through the blur of busy schedules and work-as-usual to see the opportunities before us. Leadership paves the way for this to happen.

To continue to serve and stand out in this season of disruption and well into the future, leaders must help our teams press through constraints and distractions, and cultivate a culture where everyone owns innovation.

In this lively session, Dr. Freiberg will equip us with strategies, stories and takeaways to lead, enable and drive innovation in all pockets of our organizations.

Dr. Jackie Freiberg is a consultant and bestselling author who has been on a mission to expose the unconventional, business-best practices of globally admired leaders and best places to work. She earned a doctorate in Leadership from the University of San Diego, a master's degree in Communication from San Diego State University and a bachelor's degree in Communication from the University of New Hampshire.



11:20 a.m.

Conference Adjourns

New to Annual Meeting?

Welcome! Here are some helpful tips if you're new to attending Annual Meeting.

Sign Up



- Annual Meeting registration is done in three steps: 1) Conference registration; 2) Golf Social (optional); and 3) Madden's Lodging (optional)



- You may choose to stay at Madden's or not. The Madden's lodging package includes breakfasts and lunches, but not dinners. If you stay off-site, you can pre-purchase breakfast and lunch at Madden's by Sept. 3.



- Looking for dinner options or a fun group to dine with? Contact Adam at asuomala@leadingagemn.org.



- The Golf Social is a fun event that is welcoming to every level golfer.



- Take advantage of the reception on Tuesday evening. It's where people gather to meet and mingle in a casual atmosphere before the conference begins.



- Plan to attend Wednesday morning's New Faces Breakfast for an insider's guide to Annual Meeting and to meet other members new to the event.



- Be sure to attend Thursday morning's Annual Business Meeting for the election of officers and other important association business.



- There is free time built into the conference schedule for you to take advantage of the amenities, recreational opportunities or just relax.



- It's casual attire – no business suits required!

CONN

New Faces Breakfast

One of the most powerful parts of your Annual Meeting experience is the unparalleled access to Minnesota's community of leaders transforming the experience of aging. Make sure to connect with your peers for some meaningful conversations and support.

Thursday Tailgate event

Meet & Greet Reception

Golf Social

CTIONS

Recreation



Meals & breaks



Wednesday evening event





GENERAL INFORMATION

For full conference details and registration forms visit:

www.LeadingAgeMN.org/AnnualMeeting

REGISTRATION

Register separately for:

- 1) Conference
- 2) Golf Social (optional)
- 3) Madden's lodging/meal package options

Early Bird
conference
registration deadline:
Friday, Aug. 16, 2019.
Registrations received
Aug. 17 or later
are at the
regular
rate.

Register online at
www.LeadingAgeMN.org/AnnualMeeting

Contact Ashley Rogers at arogers@leadingagemn.org or
651.603.3559 for assistance.

Sign Up



STEP 1: CONFERENCE REGISTRATION

You will choose your conference attendance (full or single day) and your education sessions.

Wednesday Dinner Registration

Be sure to pre-register for Wednesday evening's *The Happening: G'nosh and Games* dinner event with your conference registration. (Not included in lodging package.) Pre-registration and \$50 fee per person required. See page 8 for details.



Meal Tickets

If you are staying off-site, order your meal tickets with your conference registration.

Conference Registration Fees

	Early Bird: On or before August 16		Regular Rate: August 17 or later	
	Single day	Full conference	Single day	Full conference
Member Provider	\$180	\$335	\$205	\$385
Joint Member Provider*	n/a	\$170	n/a	\$220
Prospective Provider Member	\$350	\$635	\$375	\$685
Business Partner Member	\$260	\$460	\$285	\$510
Prospective Business Partner	\$375	\$670	\$400	\$720

Lodging and meals not included. Full conference registration is Sept. 17-20.

*Joint PROVIDER members of LeadingAge Minnesota and Minnesota Hospital Association may attend for a reduced rate. Register first for the MHA Annual Meeting as a full conference participant, then register with LeadingAge Minnesota as a joint member to attend our sessions and events.

STEP 2: GOLF SOCIAL (Optional)

Complete the separate Golf Social online registration form. The fees listed are for provider members only. **Early bird golf registration deadline: Friday, Aug. 16, 2019. Golf registrations received Aug. 17 or later are at the regular rate.**

	Early Bird: On or before August 16	Regular Rate: August 17 or later
Provider/Overnight Madden's Guest	\$90	\$105
Provider/Staying Offsite	\$140	\$155
Business Partners	Contact Jenny Prosser for sponsor rates at jprosser@leadingagemn.org .	



STEP 3: CHOOSE YOUR LODGING OPTION

You may stay at Madden's, for which lodging package includes your room (one, two or three nights), breakfast and lunch, or stay offsite and purchase meals separately.

Option 1: Madden's Lodging Package Online Registration

Register online at <https://www.maddens.com/leadingage-minnesota/> or send your lodging registration form and full package payment directly to Madden's to reserve accommodations. Accommodations at Madden's are limited and assigned on a first-received basis. *Deadline for Madden's lodging and meals package is Thursday, Aug. 15, 2019.*

Option 2: Day Meeting Meal Registration Fees (for Offsite Lodging)

If you stay at another location and would like to have meals at Madden's, you must order your meals as part of your LeadingAge Minnesota conference online registration (step 1 above). *NOTE: Meal tickets are not available for sale onsite per Madden's policy. Deadline for meal orders is Tuesday, Sept. 3, 2019. Pick up meal tickets at Madden Inn Front Desk upon arrival.*

Breakfast Buffet: \$17.74 per day. Lunch Buffet: \$24.07 per day. Prices include service charge and state sales tax.

Dinners are **not** included in the conference package. Visit www.maddens.com for more information on dining options, menus and restaurant hours.

STEP 4: NOTE THE CANCELLATION POLICY

Conference Registration: Registration fees (less a \$25 processing fee) are refundable if LeadingAge Minnesota receives written cancellation notice no later than Friday, Sept. 6, 2019. No refund for cancellations made after the deadline. No-shows will be billed for the registration fee selected.

Madden's Lodging Registration: Lodging fees (less a \$25 processing fee) are refundable if Madden's receives cancellation notice no later than Thursday, Aug. 15, 2019. No refund for cancellations made after the deadline. Replacements are gladly accepted.

Continuing Education

Application is being made to the MN Board of Examiners for Nursing Home Administrators.

CEUs will also be available for Nurses and Housing Managers. Participants may also request a general certificate of attendance. See final onsite information for details. Questions may be directed to Heidi Simpson at hsimpson@leadingagemn.org.

Scholarships Available

Nine full conference scholarships to the 2019 Annual Meeting & Leadership Forum are available to provider members facing financial hardship, courtesy of the following 2019 Annual Sponsors:



To apply, go to
www.LeadingAgeMN.org/AnnualMeeting
and submit your application by Friday, Aug. 16, 2019.

Applicants will be notified of their status by the end of August; those not awarded are eligible to register at the early bird registration rate. Applications will be kept confidential.

UPCOMING

ALL

Connect Conference

NEW!



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EVENTS



LeadingAge™
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2020 Stars Among Us AWARDS

NOMINATIONS NOW OPEN!

ENTRY DEADLINE IS MONDAY, AUGUST 5

Organizational Awards – Excellence in Practice

- ✧ Quality*
- ✧ Innovation*
- ✧ Star Workplace
- ✧ Community Collaboration*

Individual Awards

- ✧ Ray Johnson Pioneer Leadership
- ✧ Kal Michels Outstanding Leadership
- ✧ Caregiver of the Year (statewide and district)
- ✧ Volunteer of the Year (statewide and district)
- ✧ Spirit of Aging (statewide and district)
- ✧ Board Trustee of the Year
- ✧ Business Partner Impact*

**Business Partner members are eligible for these awards*

Let YOUR stars shine! Recognize your dedicated staff and volunteers, outstanding leaders and amazing residents, and share the excellent work your organization is doing.

LeadingAge National Annual Meeting, San Diego Oct. 27 – 30



S A N D I E G O

**Minnesota Night
at Maritime Museum
Star of India
Oct. 28; 6 - 8 p.m.**

LeadingAge[®]
Minnesota

**2019
Annual Meeting &
Leadership Forum**

**September 17-20
Maddens • Brainerd**

LeadingAge Minnesota
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