

# COURAGEOUS THINKING

*LeadingAge*<sup>®</sup>  
Minnesota

## ANNUAL MEETING & LEADERSHIP FORUM

GRAND VIEW LODGE, NISSWA  
SEPT. 16-19, 2025

Registration brochure sponsored by



# 2025 LEADINGAge MINNESOTA ANNUAL SPONSORS

With deep gratitude we recognize our Annual Sponsors whose unwavering commitment to our members and financial support to LeadingAge Minnesota help provide quality programs and resources throughout the year.

Please look to them as you make decisions about purchasing products and services to support your business operations.

**FOR ALL YOU DO – THANK YOU. WE TRULY ARE BETTER TOGETHER.**



LeadingAge<sup>®</sup> MN  
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# WELCOME TO LEADINGAGE MINNESOTA'S ANNUAL MEETING & LEADERSHIP FORUM!

The LeadingAge Minnesota Annual Meeting & Leadership Forum is the top conference for aging services leaders in our region. It's a chance to gain top-tier education, hear from national experts, and dive into strategic, innovative conversations that explore what's next for the future of aging services. This conference is designed to help you step back from the daily grind, shift your focus to the big picture, and explore new ideas for progress and growth.

Held in a peaceful setting, the Annual Meeting provides the perfect environment to recharge, find inspiration, and engage in meaningful discussions with colleagues old and new. This year's conference will feature a blend of insightful content, networking opportunities, and enjoyable moments to unwind.

For our newer members, you may be wondering, "Who attends the Annual Meeting? Is this event for me?" This exclusive conference is tailored for executive-level leaders, regional managers, and site leaders in aging services. You'll meet business owners, CEOs, COOs, CFOs, HR directors, regional and site leaders, along with our Business Partner members and sponsors. It's the perfect place for those looking for innovative, strategic solutions to drive their organizations forward and engage in valuable conversations with peers.

Grand View Lodge, located on the scenic Gull Lake, offers a wealth of amenities including two championship golf courses, the relaxing Glacial Waters Spa, exceptional dining, and some of the finest accommodations in Minnesota. Turn to page 12 for helpful tips as you plan your stay.

## WE CAN'T WAIT TO SEE YOU IN SEPTEMBER!



Join us for our premier leadership event,  
happening September 16–19 at the  
stunning Grand View Lodge in Nisswa.

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# SCHEDULE OF EVENTS

## Tuesday, Sept. 16

Noon – 12:45 p.m.

**Golf Registration and Lunch** sponsored by **McKESSON**

1 – 5 p.m.

**Golf Tournament**

6 – 8 p.m.

**Meet and Greet Reception** sponsored by **NORTHLAND SECURITIES**  
Open to all Annual Meeting participants.



## Wednesday, Sept. 17

7:45 – 8:45 a.m.

**New Faces Breakfast** sponsored by **MEI MINNESOTA COMMERCIAL EXTERIORS**

### 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 be a registered guest at Grand View Lodge on Tuesday evening or pay onsite for your breakfast buffet.



### HOST **Jessica Lacher**

*Director of Membership and Strategic Partnerships  
LeadingAge Minnesota, Minneapolis*



# SCHEDULE OF EVENTS

Wednesday, Sept. 17

9– 11:30 a.m.

Welcome and Opening Keynote

## COURAGE AT WORK: HOW TO TAKE MORE RISKS AND OWN YOUR BRILLIANCE

An organization's ability to reach its highest level of excellence comes down to one thing: its people — courageously owning their brilliance, in both typical and transitional times. But, when professionals consider rejection, judgement, or failure as potential outcomes, they can find it difficult to act with courage — opting instead for safety and limited growth. In this leadership development program, participants learn a process for how to manage fear, activate personal courage, and take worthwhile risks, so they can foster courageous leadership and fuel organizational growth.

**By the end of this program, participants will be able to:**

- Identify three key components in the development and activation of courage.
- Convert those components into a process that prepares them to evaluate risks from insight, instead of insecurity.
- Leverage that process when opportunities arise for them to step outside of their comfort zone and demonstrate their brilliance.
- Equip themselves with tools and strategies to courageously speak up — with divergent ideas, feedback, and opinions.

Schedule includes a 15-minute break sponsored by **MCKESSON**

11:30 a.m. – 12:45 p.m.

Lunch



### CANDACE DOBY

*Candace Doby, founder of The Can-Do Company, is a leadership communication strategist, author of A Cool Girl's Guide To Courage, professional speaker, and courage coach. When partnering with organizations, she unpacks her Courage Ready framework — shaped by a decade of research on courage, award-winning marketing leadership at Chipotle, and insights from solo global travel — to equip professionals with practical communication tools that cultivate courageous leadership and accelerate organizational innovation.*



# SCHEDULE OF EVENTS

Wednesday, Sept. 17

1 – 2 p.m.

## CONCURRENT SESSIONS

### #1 – Create a Courage-Ready Culture™

- Follow the courage process employees undergo to prepare themselves to own their brilliance at work.
- Identify key opportunities within that process to deliberately engage and support their teams in taking worthwhile risks.
- Apply key strategies to those opportunities that, when repeated, start to create a culture where employees are engaged, ready, willing and able to courageously speak up, step up, and show up.

*Candace Doby, Founder, The Can-Do Company, Atlanta, Ga.*

### #2 – Strategies for Sourcing and Sustaining Quality Clinical Staff

- Identify effective strategies for clinical staff recruitment.
- Examine approaches to clinical staff retention, focused on both early career and veteran nurses.
- Discuss best practices for professional development and ongoing training to engage clinical staff.

*Caroline Njau, MBA, BSN-RN, NEA-BC, Chief Nurse Officer, Children's Minnesota, Minneapolis/St. Paul*

### #3 – Turning Data into Direction: Reimagining Senior Care with Business Intelligence

- Understand the role of data and transparency in transforming senior care data into actionable insights.
- Identify key use cases where data driven business intelligence enhances decision-making.
- Using data/analytics to produce a more “balanced scorecard” that emphasizes organizational priorities well beyond the narrower approach of survey and financial results.

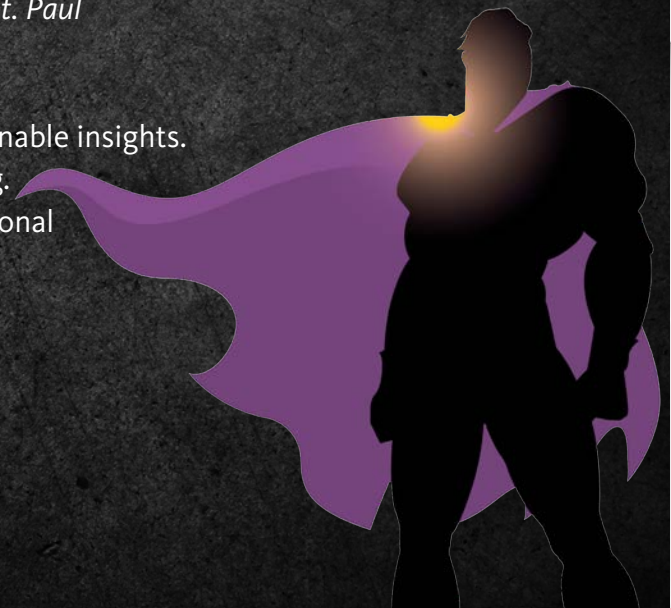
*Rob LaHammer, VP of Engagement and Advocacy, Presbyterian Homes and Services, Roseville*

2 – 2:15 p.m.

Break sponsored by



*Passion for Dining and Nutrition*





# SCHEDULE OF EVENTS

Wednesday, Sept. 17

2:15 – 3:15 p.m.

## CONCURRENT SESSIONS

### #4 – Navigating Federal Value-Based Care Programs

- Understand the structure and goals of federal value-based programs like the Skilled Nursing Facility Value-Based Purchasing (SNF VBP) and Skilled Nursing Facility Quality (SNF QRP) programs.
- Examine how clinical outcomes, readmission rates, and quality reporting influence facility rankings, financial incentives, and penalties under these models.
- Discuss leadership's role in establishing an effective QAPI program to address quality issues that impact quality measures and reimbursement.

*Speaker to be announced*

### #5 – Talent Development Plans

- Understand the relationship of a strong organizational culture of growth and development and its impact on recruitment/retention outcomes.
- Review steps in designing talent development plans.
- Identify three strategies for talent development plan implementation.

*Speaker to be announced*

### #6 – Voices That Matter: Supporting Long-Term Care Residents in Advocacy

- Understand the role of resident voices in legislative advocacy.
- Identify the elements of an effective resident testimonial.
- Develop strategies to prepare residents for public speaking and legislative engagement.

*Kayla Khang, Grassroots and Political Action Manager, LeadingAge Minnesota, Minneapolis; and Heather Foxx, Residential Services Director, Carondelet Village Oak Gables, St. Paul*

## EVENING ENGAGEMENTS WITH OUR BUSINESS PARTNERS



### THIS YEAR, WE'RE MIXING IT UP!

Instead of our usual evening entertainment on Wednesday and Thursday, we're handing the mic to our amazing Business Partners. They're cooking up their own unique events all designed to spark connection and keep the energy flowing after hours. These events are open to all participants and will be the perfect way to unwind, mingle, and make meaningful connections. A full lineup of these partner-hosted happenings will be available in the event app and included in your final confirmation email, hitting inboxes on Friday, Sept. 12, 2025.

Interested in hosting an event – contact Jenny Prosser at 651-603-3548 or [jprosser@leadingagemn.org](mailto:jprosser@leadingagemn.org).



# SCHEDULE OF EVENTS

Thursday, Sept. 18

8 – 9 a.m.

## Annual Business Meeting

The Annual Business Meeting is an important function of the Association and membership. Please plan to attend for the election of officers and other important association business.

9 – 9:15 a.m.

Break sponsored by



9:15 – 10:15 a.m.

## General Session

### Leader to Leader Panel: Courageous Thinking

Join an energizing and thought-provoking panel discussion where bold ideas meet real-world innovation. In this dynamic session, seasoned leaders in long-term care will come together to share how they are embracing courageous thinking to tackle the field's most pressing and complex challenges. This session offers a front-row seat to the conversations shaping the next chapter of long-term care.

From workforce transformation and financial sustainability to culture change and technology integration, panelists will highlight the strategies and standout programs they've implemented to stay ahead of the curve. Expect candid dialogue, fresh perspectives, and actionable insights as these leaders reflect on what it takes to reimagine the future of aging services.

*Panelists to be announced*

*Facilitator: Kari Thurlow, President & CEO, LeadingAge Minnesota, Minneapolis*

10:15 – 10:30 a.m.

Break sponsored by





# SCHEDULE OF EVENTS

Thursday, Sept. 18

10:30 – 11:30 a.m.

## CONCURRENT SESSIONS

### #7 – Advocacy and Public Relations in the Evolving Federal Landscape

- Analyze the federal policy landscape shaping long-term care in 2025 and beyond.
- Develop advocacy strategies to influence policy and elevate aging services priorities.
- Discuss how to engage effectively with legislators, coalitions, and national media to advocate for long-term care funding, workforce support, and policy reform.

*Linda Couch, Senior Vice President of Policy and Advocacy, LeadingAge, Washington D.C.; Joe Schomacker, MPS, Representative District 21A, Minnesota House of Representatives, St. Paul; and Luis Zaldivar, American Business Immigration Coalition, Chicago, Ill.*

### #8 – Primary Care at the Doorstep: Onsite Models in Long-Term Care

- Explore various approaches to delivering primary care directly within long-term care communities.
- Understand how onsite primary care can improve resident outcomes, reduce hospitalizations, streamline medication management, and enhance interdisciplinary communication.
- Identify practical considerations necessary for successfully launching or collaborating with an onsite primary care provider.

*Ericka Bruce, MBA, RN, LALD, Consultant, Zellner Senior Health Consulting, Eagan; Emily Escue, MD, Geriatrics and Palliative Medicine, Hennepin Healthcare, Minneapolis; and panelists to be announced*

### #9 – Boosting Personal Productivity for Leaders: Leveraging Technology and Processes

- Identify technology tools and digital workflows that support executive productivity in long-term care leadership.
- Examine real-world strategies and outcomes from leaders who have streamlined operations using practical tech solutions.
- Develop a personalized plan to implement technology and process improvements aligned with your leadership responsibilities and organizational context.

*Avi S. Olitzky, President & Principal Consultant, Olitzky Consulting Group, Golden Valley*

11:30 a.m. – 12:45 p.m.

Lunch



# SCHEDULE OF EVENTS

Thursday, Sept. 18

1 – 2 p.m.

## CONCURRENT SESSIONS

### #10 – Immigration Reform and the Future of the Long-Term Care Workforce

- Examine the role of immigrant workers in the long-term care sector.
- Analyze proposed immigration reforms and their potential impact on workforce supply.
- Identify practical steps organizations can take to support immigrant staff, including legal education, advocacy efforts, and workforce planning aligned with evolving immigration policy.

*Amanda Mead, Director, Workforce Policy, LeadingAge, Washington D.C.; and Luis Zaldivar, American Business Immigration Coalition, Chicago, Ill.*

### #11 – Working with your Managed Care Organization

- Understand the key elements of contract negotiation with Managed Care Organization (MCOs) to secure fair and compliant agreements.
- Develop strategies for building collaborative and transparent relationships with MCO representatives to improve communication and service coordination.
- Discuss operational best practices for ongoing monitoring and performance evaluation of MCO agreements.

*Erin Hilligan, Senior Vice President Operations - CORE and Senior Living, Lifespark, St. Louis Park; Paxton Wiffler, Chief Operating Officer, Monarch Healthcare Management, Eagan; and additional panelists to be announced*

*Facilitator: Erin Shvetzoff Hennessey, Chief Executive Officer, Health Dimensions Group, Hopkins*

### #12 – Proactive Legal and Risk Strategies for Long-Term Care Defense

- Identify proactive coverage considerations to ensure appropriate insurance planning.
- Understand the legal and operational impact of arbitration agreements, contracts, documentation, and handbooks.
- Implement effective pre-suit mitigation strategies.

*Sara Kekula, Partner and Director of Senior Living and Social Services Practice Group, M3 Insurance, Madison, Wis., and Talia Pletcher, Risk Manager, M3 Insurance, Minneapolis; and Robert Rodè, Partner, Rodè & Coffin, LLC, St. Paul*

2 – 2:15 p.m.

Break sponsored by **McKESSON**



# SCHEDULE OF EVENTS

Thursday, Sept. 18

2:15 – 3:15 p.m.

## CONCURRENT SESSIONS

### #13 – Strategic Integration and Efficiency of AI in Long-Term Care Operations

- Explore how AI can streamline workflows, reduce manual overhead, and enhance decision-making in operations.
- Develop strategies for implementing AI responsibly within existing systems.
- Identify key areas for AI integration using real-world use cases in long-term care.

*Kris Jacobson, MBA, LALD, LNHA, Executive Consultant, Adept Senior Living Solutions, Minneapolis; Matthew Kern, Chief Operating Officer, Cassia, Edina; Melissa Kirchhoff, LALD, CEC, Principal Consultant, Adept Senior Living Solutions, Minneapolis; and Chris Strong, Senior Director, Virteva, Golden Valley*

### #14 – From Rates to Reporting: Key FY 2026 Changes

- Understand the proposed FY 2026 payment rate adjustments.
- Evaluate technical and regulatory changes in SNF payment and reporting programs.
- Assess strategic implications of Value-Based Purchasing changes and regulatory streamlining.

*Speaker to be announced*

3:15 p.m.

**Adjourn for the Day**

**Evening Engagements with Our Business Partners**

See page 6.





# SCHEDULE OF EVENTS

Friday, Sept. 19

9– 11 a.m.

General Session sponsored by **Fredrikson**

## EFFECTIVE LEADERSHIP COMMUNICATION IN TIMES OF CHANGE

Controlling the controllables is vitally important to protecting your organization's reputation, people, and business when tough times arrive on your doorstep. Does your company have a comprehensive communication plan in place or are you and your leadership team simply going to "wing it?" Does your organization have trained spokespeople to communicate with internal and external stakeholders when a challenging message must be delivered?

In this interactive session, Bob McNaney will share best practices and real-life examples which demonstrate how preparation leads to effective and efficient communication. Bob has deep experience managing high stakes communications in our industry.

### The session's focus:

- The importance of building reputational equity well in advance of any crisis or challenging situation.
- A mindset centered on being reasonable and responsible, recognizing that organizations are not expected to be perfect, but to respond with integrity and clarity.
- How to create an actionable crisis/change communication plan, including identifying key messages, determining who needs to be informed, and preparing effective spokespeople.
- Communicating efficiently and effectively with media, staff, residents, families, and the public.
- Group work using real-world scenarios will allow participants to apply the concepts discussed and share strategies with the larger group for collaborative learning.

### Key Learnings:

- Know how to quickly gather information and distill details into a concise and effective set of messages.
- Gather best practices for constructing a useable crisis communication plan.
- Create a culture of effective communication within your organization.

Rolling Break sponsored by

**WIPFLI**



### Bob McNaney

*Bob McNaney is a globally minded strategic communication counselor and executive communication coach who works with organizations in numerous business sectors to prepare leaders for critical speaking opportunities. Bob serves as a trusted advisor to Chief Executive Officers, boards, and senior leadership teams.*



# PLAN YOUR STAY AT GRAND VIEW LODGE

- View a [resort map](#) to familiarize yourself with the property.
- The Main Lodge and Gull Lake Center is the heart of Grand View Lodge where most events take place and where most of the dining venues are located.
- Event and Lodging Locations:
  - A variety of lodging options include guest rooms in the Main Lodge, a boutique hotel (North), and cabins, studios, homes, and cottages in varying sizes to accommodate groups. All check-ins are at the Main Lodge.
  - The meeting portion of Annual Meeting will be held in Gull Lake Center (#5).
  - Breakfasts and lunches will be in the Main Lodge (#1).
- Resort check-in time is 4:30 p.m. and check out time is 11 a.m.
- Complimentary resort-wide shuttle service will be available for all Annual Meeting participants. Remember to bring comfortable walking shoes!
- Book [golf tee times](#), [spa appointments](#), and/or [dinner reservations](#) well in advance.

## SCHOLARSHIPS AVAILABLE

[APPLY HERE](#)

Nine full conference scholarships to the 2025 Annual Meeting & Leadership Forum are available to provider members facing financial hardship, courtesy of the following 2025 Annual Sponsors.

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



Submit your application by Friday, Aug. 15, 2025.





- 1 Main Lodge
  - 2 North & Brew
  - 3 NorthPark Rec Center
  - 4 Chapel
  - 5 Gull Lake Center & Cru
  - 6 Norway Center
  - 7 Indoor Pool
  - 8 History House
  - 9 Waterfront Office
  - 10 Grand Outfitters
  - 11 Kid's Club
  - 12 Glacial Waters Spa
  - 13 Chocolate Ox
  - 14 The Pines Golf Course
  - 15 Tennis/Pickleball Courts
  - 16 Sand Volleyball
  - 17 Sand Volleyball (lakeside)
  - 18 Lake Threads
- P Guest Parking

### DINING

- 1 Char Craft Steaks
- 2 On The Rocks
- 3 Northwoods Pub
- 4 Crust Pizza
- 5 Tanque Verde Cantina
- 6 Freddy's Sports Grill
- 7 Preserve Pub
- 8 Cru

### THE MAIN LODGE

- ▲ Front Desk
- ▲ Lodge Rooms 1-12
- ▲ CHAR Craft Steaks
- ▲ Northwoods Pub
- ▲ Grand Outfitters
- ▲ Headwaters Private Dining
- ▲ Heritage Room
- ▲ Lake Threads



# REGISTRATION

Register separately for 1) Conference, 2) Golf tournament, and 3) Grand View lodging.

For full conference details and registration forms visit <https://www.leadingagemn.org/education-events/annual-meeting/>.

## STEP 1: CONFERENCE REGISTRATION

Select your conference attendance (full conference or single day) and your education sessions.

## REGISTER HERE

Contact Olivia Scott at [oscott@leadingagemn.org](mailto:oscott@leadingagemn.org) or 651-603-3559 for assistance.

**Conference Registration  
Fees – Rates held  
to 2023 and 2024 Levels**

	Early Bird Rate on or before Aug. 15			Regular Rate Aug. 16 or after		
	Single Day (Wednesday or Thursday)	Single Day (Friday)	Full Conference	Single Day (Wednesday or Thursday)	Single Day (Friday)	Full Conference
<b>Member Provider</b>	\$280	\$235	\$550	\$305	\$260	\$600
<b>Prospective Provider Member</b>	\$395	\$330	\$770	\$420	\$460	\$820
<b>Business Partner Member</b>	\$375	\$330	\$700	\$400	\$355	\$750
<b>Prospective Business Partner</b>	\$525	\$460	\$980	\$550	\$485	\$1,030

Full conference registration is Sept. 16-19. Full conference rates include morning breaks on Wednesday, Thursday, and Friday; lunch on Wednesday and Thursday; afternoon breaks on Wednesday and Thursday.

Wednesday and Thursday single rates include morning and afternoon breaks and lunch. Friday single rate includes a morning break.

Lodging and breakfasts not included.

**Early Bird conference  
registration deadline:  
Friday, Aug. 15, 2025.**

Registrations received Aug. 16 or after  
will be charged the regular rate.



# REGISTRATION



## STEP 2: GOLF TOURNAMENT (Optional)

Complete the separate Golf Tournament online registration form.

### GOLF REGISTRATION FORM

*The fees listed are for providers only.*

#### Early Bird Rate on or before Aug. 15

#### Regular Rate Aug. 16 or after

#### Provider Member

\$175

\$200

#### Business Partners

Contact Jenny Prosser for sponsor rates.  
[jprosser@leadingagemn.org](mailto:jprosser@leadingagemn.org)

**Early Bird golf registration  
deadline: Friday, Aug. 15, 2025.**

Registrations received Aug. 16 or after  
will be charged the regular rate.

## STEP 3: LODGING (Optional)

Grand View Lodge's accommodations are a package that includes lodging and breakfasts. Accommodations at Grand View Lodge are limited and assigned on a first-received basis. Grand View Lodge requires a two-night plus tax deposit at the time of reservation.

If you have questions regarding lodging, please type your questions in the reservation link under 'special requests' and a reservation coordinator will reach out. Upon submitting your reservation form, you will be asked to fill out a secure link via Sertifi with your payment information. After submitting payment information, please allow 5-7 business days for a confirmation.

## 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. 5, 2025. No refund for cancellations made after the deadline or for no-shows.

**Grand View's Lodging Reservation:** Lodging fees are fully refundable if Grand View Lodge receives cancellation notice no later than 4 p.m. CST on Monday, Sept. 8, 2025. No refund for cancellations made after the deadline or no-shows. Replacements are gladly accepted.

## Continuing Education Credits

The educational programming for Annual Meeting meets the CEU approval criteria for the Minnesota Board of Executives for Long Term Services and Supports (MN-BELTSS). It has been designed to meet the continuing education approval of the Minnesota Board of Nursing. General certificates of attendance will also be available for housing managers and others. Association business meetings and information-only sessions do not meet the CEU approval criteria of these licensure boards. For further information, contact Sharon Hollister at [shollister@leadingagemn.org](mailto:shollister@leadingagemn.org).

### BOOK YOUR LODGING ONLINE DIRECTLY WITH GRAND VIEW LODGE HERE

Room block priority will be granted to individuals registered for the LeadingAge Minnesota Annual Meeting. Make sure you are registered for the meeting after you complete your guest room reservation.

**Deadline for Grand View  
lodging package is  
Monday, Aug. 18, 2025.**