Who is LeadingAge Minnesota?

We are a membership organization -- composed of over 1,000 providers of senior living, residential support services, adult day services and in-home care for Minnesota’s older adults -- and we do exactly what our name says. We lead.

Along with others who share our vision to transform and enhance the experience of aging, we advance policies and promote practices that support, enable and empower people to live fully as they age.

We collaborate and build connections that matter. We seek impact well beyond the walls of our organizations. We work to change the way society thinks about aging and in so doing, transform services that meet the needs of people as they age, how they age, and where they age.

You’ll know us by our energy, optimism and embrace of the possible. Our commitment to quality and to being a learning organization. Our investment in the people and communities we serve. Our accountability to our consumers and partners. And our respect for caregivers and their chosen career.

Come help us create the vision and future for aging services – come be a part of LeadingAge.

Gayle M. Kvenvold
President and Chief Executive Officer
Mission
LeadingAge Minnesota is driven to transform and enhance the experience of aging.

Values
- **Unwavering commitment** of our members to missions of service on behalf of seniors and the communities in which they live.
- **Trustworthiness** as evidenced by the highest standards of integrity.
- **Courageous thinking** in creating opportunities and overcoming challenges.
- **Spirit of optimism** in making a positive difference in the world around us.
- **Accountability** to our communities and the people we serve.
- **Better together** to achieve that which none of us can do alone.

Vision
**Build member capacity** by providing business intelligence tools, advocacy, educational resources and networking dedicated to helping members thrive.

**Lead transformation** and innovation of care delivery, including the funding and regulatory policies that support it, in order to further person-centered care and support.

**Instill public trust** and confidence – on the part of public officials, local communities and the people we serve – in all that we do.

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About LeadingAge Minnesota
With 50 years of experience in advocacy, education and leadership across the changing landscape of regulations, financing, and consumer demands, LeadingAge Minnesota is shaping the future of aging services. Together with nearly 60,000 caregivers, our members provide care, community and compassion to nearly 70,000 older adults each day in all the places they call home.

We Serve
- 567 Senior Housing
- 241 Skilled Care Centers
- 88 Adult Day Centers
- 196 Business Partners
- 33 Community-Based Services
- 10 Stakeholder Organizations
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

LINDSEY SAND
DISTRICT D
Assumption
Nursing Home
Cold Spring

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

DONNA FLAATA
Brookdale Senior Living
Plymouth

DAN JOHNSON
Catholic Eldercare, Inc.
Minneapolis

SHELLEY KENDRICK
Ecumen
Shoreview

PAUL LIBBON
Ecumen
Duluth

MICHAEL STORDAHL
Clara City Care Center
Clara City

Ex-Officio Directors:
Chair-Appointed Director
MATTHEW L. ANDERSON
Minnesota Hospital Association, St. Paul

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

TRACI LARSON
Presbyterian Homes and Services
Roseville

SCOTT RIDDLE
Walker Methodist
Minneapolis

GAIL SKOGLUND
Augustana Open Circle
Hopkins

JOEL THEISEN
Lifesprk
Edina

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

GAIL SKOGLUND
Augustana Open Circle
Hopkins
GAYLE KVENVOLD  
President & Chief Executive Officer  
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- 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  

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- Legislative advocacy  
- Grassroots outreach  
- LeadingAge Minnesota Political Action Committee  
- Long Term Care Imperative  

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- Technical assistance for quality and performance improvement  
- Quality measurement, analysis, and improvement activities  
- Quality recognition programs  
- Quality and Performance Excellence Committee  

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- Graphic design and print/electronic production of products and educational/promotional materials  
- District meetings  
- Product order fulfillment  

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

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

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

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

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

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- Technical assistance for housing, home care and HCBS issues  
- Home Care/Assisted Living Committee  
- Housing Committee
ASHLEY PETERKA  
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- Education program registration  
- Education support

JONATHAN LIPS  
*Vice President of Legal and Regulatory Affairs*  
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- 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

BARBARA LANDEEN  
*Director of Member and Governance Resources*  
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- Board resources and programs  
- Marketing and promotions  
- Leadership Academy  
- Governance Advisory Group  
- Awards and Recognition Committee  
- Minnesota Association of Health Care Volunteers liaison

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*Vice President of Conferences and Sales*  
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- Logistics and implementation of LeadingAge Minnesota signature events  
- Conference exhibits  
- Business Partners  
- LeadingAge Minnesota Foundation Annual Golf Tournament

ADAM SUOMALA  
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- Membership services and recruitment  
- Workforce Solutions Committee  
- Health Support Specialist  
- Collaborations/affiliations

ELIZABETH SETHER  
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- 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*  
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- Organizational management and operations  
- Strategic initiatives  
- Member product & resource development  
- LeadingAge Minnesota Foundation

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- 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

JENNA SEAL  
*Director of Workforce Solutions*  
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- Health Support Specialist  
- Workforce development programs  
- Workforce Solutions Committee

HEIDI SIMPSON  
*Vice President of Education*  
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- Educational programming and professional development  
- Speakers and resources  
- Continuing education (CEUs)
Collaboration is the core of our culture. We have fostered strategic partnerships with national and state organizations that share our mission to transform and enhance the experience of aging.

For more information, visit www.LeadingAgeMN.org/about
Networking & Engagement

In everything we do, our members are leading the way. As a member-led Association, we support a thriving network of more than 1,000 older adult services organizations and offer a variety of opportunities to help you set the course for our work and have a say in how your future unfolds.

2017 Committees

Participation on a 2017 committee is one of the most significant ways you can have a direct impact on the future of your field. It’s also a meaningful and rewarding way to develop relationships with fellow leaders and aging services professionals.

Committees

- Adult Day Transitional Leadership
- Awards & Recognition
- Care Center Regulatory
- Clinical Practice
- Education
- Home Care/Assisted Living
- Housing
- Payment
- Quality & Performance Excellence
- Workforce Solutions

District Meetings

Throughout the year, housing managers, care center administrators, adult day directors and other key staff within our member organizations gather for one of the most vital parts of their membership – District Meetings.

Held in seven locations around the state, members make time to learn, share and lead as a community of colleagues.

These meetings provide:
- Access to timely information on legislation, regulations, financing and operations.
- An opportunity to network and find supportive relationships with other leaders in your area;
- A forum to share opinions, ideas and feedback that guide our work on your behalf; and
- Free CEUs.

For more information, visit www.LeadingAgeMN.org/about

STAFF CONTACT: Alecia Crumpler
Program Administrator
We are a strong voice, known influencer, and trusted problem solver on the state and federal level. We make older adult services a public policy priority by building support, trust and consensus for the evolving needs of seniors and those who provide them with care.

Take Action

We make it easy for you to get engaged in advocacy!

- **Advocacy web site** features resources to help you champion our legislative and regulatory agenda – from key messages and talking points, to fact sheets, media materials and lawmaker communications.

- **Capitol News Update** keeps you up-to-date on all the happenings at the State Capitol.

- **Engage Network** sends you breaking news, legislative alerts and sample emails you can send to your lawmakers to help raise awareness and build support for our issues.

Face Aging MN

Face Aging Minnesota is a statewide public information campaign to raise awareness about the issues that accompany the reality of a rapidly aging society.

Our goal is to spark a conversation about aging that engages families, community leaders, caregivers and legislators that ultimately leads to a smarter and better care model for older Minnesotans.

For more information, visit www.LeadingAgeMN.org/advocacy

Your Advocacy Team

- **Gayle Kvenvold**
  President and Chief Executive Officer
- **Kari Thurlow**
  Senior Vice President of Advocacy
- **Jeff Bostic**
  Director of Data and Financial Policy
- **Libbie Chapuran**
  Grassroots and Political Advocacy Coordinator

Strategic Planning

Sometimes you need a roadmap to help you achieve your goals. Our strategic planning resources help members respond to shifting consumer preferences, new reimbursement models, changing regulatory requirements and a competitive landscape.

Not-for-profit board directors are expected to be much more than good stewards of resources. They are being called upon to lead change and position their organizations for sustainable success in a shifting aging services environment.

Our Board Resource Center features resources to engage and elevate the voluntary board members who serve our member organizations. Through information, data and resources, we help you maximize the effectiveness of your board and bolster good governance in your operation.

Key resources include:
- Board Development and Skills Training
- Older Adult Services Orientation Manual
- Governance Intensive at the LeadingAge Minnesota Institute & Expo
- Regional Governance Meetings for Executives and Board Members

STAFF CONTACT:
Barbara Landeen
Director of Member and Governance Resources

For more information, visit www.LeadingAgeMN.org/about

Knowledge Center

We are the primary information source for environmental scanning, operational benchmarking and performance metrics. Our relevant, credible data regarding trends and conditions in older adult services shapes public policy, guides strategic planning and influences quality in service delivery.

Key resources include:
- Environmental Scan
- Compensation Surveys
- Long-Term Care Indicators
- LeadingAge Minnesota Housing Data Survey
- Legislative Surveys

STAFF CONTACT:
Jeff Bostic
Director of Data and Financial Policy

For more information, visit www.leadingagemn.org/knowledge-center
We deliver unmatched expertise and value in education designed to enhance professional development and improve quality care. We tailor our training to meet the specific needs and learning styles of our members located throughout the state. From our signature events to webinars, audio conferences and in-depth certificate programs, we translate knowledge into practice.

**Signature Events**
- Adult Day Conference
- Annual Meeting and Leadership Forum
- Assisted Living and Home Care Conference
- Billing Institute
- Institute & Expo
- Quality Conference
- Senior Living NOW
- Workforce Solutions Conference

**Certificate Programs**
- Dementia Care (mini certificate)
- Housing-with-Services Management
- Nursing Leadership Symposium
- Nurse Managers in Home Care
- Sales and Marketing

To learn more, visit [www.LeadingAgeMN.org/events](http://www.LeadingAgeMN.org/events)

**Leadership Academy**
A unique leadership development program designed to cultivate high potential leaders in the field of aging services, our Leadership Academy Fellows embark on a 12-month rigorous journey of self reflection, leadership theory, critical skill development and action learning.

Sponsored by

To learn more, visit [www.LeadingAgeMN.org/events/LeadershipAcademy](http://www.LeadingAgeMN.org/events/LeadershipAcademy)
The environment in which our members operate has a sharper focus on quality and performance improvement than ever before. It is a factor in how providers are paid, how consumers make decisions, how the field is regulated, and how the public perceives the care and services provided.

We offer a suite of tools and resources designed specifically for members to measure, compare and improve their quality performance including:

**Tools**
- Quality Metrics Benchmarking for Nursing Homes and Home Health Agencies
- Nursing Facility Survey & Certification Reports
- Nursing Home 5-Star Analysis Reports
- Market Position Reports
- Cost by Condition Tool (Coming Soon)

**Resources**
- **Education and Training:** Bring quality concepts, protocols and best practices to life through our focused education and training -- from our new Performance Excellence program, a deep dive webinar series on quality indicators, our annual Quality Conference, and training on new quality improvement and reporting regulations.
- **Awards and Recognition:** Reward, celebrate and incentivize quality achievements in your organization through our established framework for performance excellence.
- **Quality Improvement Center:** Practical tools, templates and checklists to help you develop a customized quality program.
Our team interprets complex regulations and reimbursement systems and analyzes trends and data. We monitor and shape regulations and financing, as well as work with you to guide your work on key issues and opportunities that impact your operations and the people you serve.

Meet Your Technical Assistance Experts

**Jeff Bostic**
Director of Data and Financial Policy
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651.603.3509
- Rates and reimbursement
- Data trends and analysis

**Bobbie Guidry**
Vice President of Housing and Community Services
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651.603.3508
- Adult day, housing, home care and other home and community-based services regulations and reimbursement
- HUD policy and funding

**Jon Lips**
Vice President of Legal and Regulatory Affairs
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651.603.3510
- Care center regulations
- Medicare reimbursement
- Elder justice
- Legal advice

**Liz Sether**
Nurse Consultant/Policy Analyst
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651.603.3502
- Assisted Living and Home Care regulations, including basic and comprehensive license
- Care Center, Assisted Living and Home Care surveys and plans of corrections
- Nursing leadership
- Professional practice standards and policies

**Julie Apold**
Vice President of Quality and Performance Excellence
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651.659.1407
- Quality improvement processes and systems
- Quality assurance regulations and programs, including PIPP and QIPP
- Clinical best practices
- Quality measures and indicators
We are developing Minnesota’s caregiving workforce of the future. Our proven workforce development resources can help recruit the highest quality candidates, retain and train team members, and ensure excellence in the service provided to older adults.

**Workforce Solutions**

**Health Support Specialist**

**REGISTERED APPRENTICESHIP PROGRAM**

The Health Support Specialist (HSS) Registered Apprenticeship program is becoming the new standard of excellence – redefining how organizations are preparing their workforce to serve older adults.

HSS creates:

- Opportunities for highly capable caregivers to advance in their lives and careers through cutting-edge skill training
- Rich on-the-job experiences
- Redesigned job descriptions
- Improved working environments
- Accessible career pathways
- Meaningful wage increases

The program includes 145 hours of online college courses and 2,500 hours of on-the-job learning experiences. HSS apprentices earn nine college credits.

**HealthSupportSpecialist.org**

For more information, visit the Workforce Center [www.leadingagemn.org/providers/workforce-center/](http://www.leadingagemn.org/providers/workforce-center/).
Online Store

We produce a wide array of manuals, brochures and resources designed to educate, meet regulatory requirements or inform consumer relations – all at reduced member prices. The Online Store is your entry point to these quality products.

For more information visit www.leadingagemn.org/providers/store

advantage

Minnesota’s weekly news source for aging services professionals is sent by email each Wednesday. You can also find all Advantage articles posted in the News page of www.LeadingAgeMN.org.

Stars Among Us

The Stars Among Us program is two-fold:

Recognize and celebrate caregivers, volunteers, leaders, and exceptional organizations through our annual awards.

Use our Recognition Center to connect to tools and resources for your own staff team.

For more information, visit www.leadingagemn.org/providers/stars-among-us
The LeadingAge Minnesota Foundation 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, of aging services organizations.

We invest in strategies and solutions that deliver outcomes that help our members thrive, advance the skills of the aging services workforce and ensure quality care for aging Minnesotans including:

- Implementation and expansion of the Health Support Specialist Registered Apprenticeship Program;
- Scholarships to develop emerging leaders through LeadingAge Minnesota’s Leadership Academy;
- Resources and events to strengthen Board Governance; and
- An annual Caregiver Scholarship Program to help caregivers access higher education and advance their careers in older adult services.

For more information, visit www.leadingagemn.org/about/foundation
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
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- Organizational leadership
- Strategic direction
- Board of Directors
- Vendor relationship development and management

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

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

Joe O’KANE
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- Insurance Solutions programs
- Member Services
- New insurance products and services

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.

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.

Insurance Solutions
Through strategic partnerships with USI Insurance Services and Health Care Insurance Services, we offer a full portfolio of insurance products and risk management services.
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  
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• Organizational leadership  
• Strategic direction  
• Value First Board of Directors  
• Vendor relationship development and management

TRISH KORSGREN  
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• Member and owner engagement  
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• Sales lead for all multi-site organizations

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• Integrated marketing campaigns  
• Sales support  
• Vendor promotions

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

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• Vendor liaison  
• Member support